

# BUSINESS PLAN

## HOUSING & COMMUNITY SERVICES



# 2007

Paula Burrier-Lund  
Executive Director

1300 S. Grand, Santa Ana, CA 92705  
1770 N. Broadway, Santa Ana, CA 92706



# Table of Contents

<b>Executive Summary</b>	<b>1</b>
<b>Vision, Mission &amp; Goals</b>	<b>5</b>
♦ <b>Statement of Values</b>	<b>8</b>
♦ <b>2007 Strategic Goals</b>	<b>9</b>
♦ <b>Client Profile</b>	<b>10</b>
♦ <b>Service Environment</b>	<b>10</b>
<b>Operational Plan</b>	<b>13</b>
♦ <b>Overview</b>	<b>15</b>
♦ <b>Strategic Goal #1</b>	<b>15</b>
♦ <b>Goal 1.1</b>	<b>15</b>
<b>Case Study: Maintaining Independence</b>	<b>19</b>
♦ <b>Goal 1.2</b>	<b>20</b>
<b>Case Study: One-Stop Success</b>	<b>23</b>
♦ <b>Goal 1.3</b>	<b>24</b>
<b>Case Study: Diligence Pays Off</b>	<b>24</b>
♦ <b>Goal 1.4</b>	<b>27</b>
♦ <b>Strategic Goal #2</b>	<b>31</b>
♦ <b>Goal 2.1</b>	<b>31</b>
<b>Case Study: A Home of Their Own</b>	<b>35</b>
<b>Case Study: Achieving Independence</b>	<b>36</b>
♦ <b>Goal 2.2</b>	<b>37</b>
♦ <b>Goal 2.3</b>	<b>40</b>
<b>Case Study: Making a Difference         Through Supportive Services</b>	<b>44</b>

# Table of Contents

<b>Appendices</b>	<b>47</b>
♦ <b>Appendix A Organizational Chart</b>	<b>49</b>
♦ <b>Appendix B FY 2005-2006 Accomplishments</b>	<b>51</b>
♦ <b>Appendix C Client/Service Recipient Profile/Caseload data</b>	<b>62</b>
♦ <b>Appendix D Funding Sources</b>	<b>66</b>
♦ <b>Appendix E Labor Management Committee</b>	<b>70</b>
♦ <b>Appendix F Business Plan Team</b>	<b>71</b>
♦ <b>Appendix G Commissions, Boards &amp; Councils</b>	<b>72</b>
<b>Glossary</b>	<b>74</b>

## Executive Summary

The Housing & Community Services Department (HCS) was created on July 1, 2003, when the Housing & Community Development Department (H&CD) was combined with four divisions from the Community Services Agency (CSA). Six months later, the administration of the Orange County Development Agency (OCDA) was transferred from the County Executive Office to HCS. In 2005, the Comprehensive Economic Development Strategy (CEDS) committee was transferred to HCS in an effort to further align workforce and economic development initiatives. Currently, HCS consists of seven divisions and is staffed by 209 full-time employees.

HCS provides a variety of community services and programs designed to achieve its mission which is ***“to work in partnership with and advocate for Orange County’s diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community.”***

HCS services and programs are endorsed by various advisory boards and approved by the Board of Supervisors. These programs and services include older adult programs that promote the health, well-being, and independence of older adults; employment and education programs that help to improve employment skills for youth and adults and reduce county unemployment while narrowing the skills gap of Orange County’s workforce; business services and economic development projects that support Orange County’s economy; human relations programs that address community and social issues; veterans programs that assist County veterans with benefits, assistance, and recognition; community development programs that enhance the livability of County neighborhoods and communities; housing programs that provide rental assistance to qualifying families, and cultivate affordable housing development; and homeless programs that increase and preserve shelter and supportive services for the County’s homeless.

These programs and services are specifically targeted toward improving the quality of life of Orange County residents and making the HCS vision of ***“a quality life for all Orange County”*** a reality for Orange County.

The Department administers twenty (20) individual County budgets totaling approximately \$220 million. Included in that total is \$88 million in rent subsidies that do not flow through County budgets. General Funds (or Net County Costs) to the department in 2005-2006 totaled approximately \$3 million. Of the 20 budgets, two are operating budgets (one for General Fund programs and another for “Non-General Fund” programs); eleven (11) are redevelopment related budgets, and the remainder are primarily special revenue budgets which segregate funding. The non-General Fund programs (the housing programs) are supported primarily by Federal funds from the Department of Housing and Urban Development (HUD) along with a small amount of State funding. The General Fund programs are also supplemented by a variety of outside funds and revenue. The senior programs are supported to a large degree by federal, state, and Tobacco Settlement monies. HCS also receives marriage license fees and court mandated fees/fines to administer a Dispute Resolution and a Domestic Violence program. Workforce development programs are supported primarily by federal funds from the Department of Labor and other state and federal discretionary funds.

The amount of funding received directly affects the level and extent of services the Department can provide. In FY 05-06, funding levels for various programs such as

older adults and federal Community Development Block Grant (CDBG) funds started declining. Although funding levels have declined, the Department adjusted in FY 05-06 to provide the same levels of service. The major accomplishments for FY 05-06 include:

- Provided 71,178 rides to non-emergency medical appointments for older adults who are unable to access other modes of transportation.
- Filed 2,377 claims for \$5.2 million in benefits for veterans.
- Assisted over 79,076 customers to find employment and 4,493 businesses with their human resource needs.
- Conducted inter-ethnic relations and youth violence prevention programs at 30 Orange County schools reaching 29,620 students, teachers, and parents; trained 180 police officers in cultural competency; and mediated for 1,902 individuals in community and court cases.
- Participated in two grand openings of affordable housing development and closed four multi-family housing loans that will provide 414 units of affordable housing for Orange County's low and very low-income residents.
- Provided monthly rental assistance to more than 9,400 households in Housing Choice Voucher Program and to 330 disabled/homeless households in the Shelter Plus Care Program.
- Completed rehabilitation to 27 housing units and improvements to three Community Centers.
- Achieved and maintained HUD mandated expenditure rate thereby protecting county CDBG funds from recapture.
- Coordinated with public and private agencies to secure over \$10.4 million in federal, state, and local resources, which were used to preserve the operation of existing homeless shelters, construct and operate new homeless shelters, and provide educational services for homeless children and youth.

For more details of our FY 05-06 accomplishments, please see Appendix B.

HCS' departmental goals are designed to help the organization focus and achieve its vision and mission. These goals establish standards and objectives for the various programs and services to achieve in the upcoming year. These goals also help the department monitor the progress and performance of its programs. Since the Department's core services and programs have remained the same over the past few years, the goals also have remained the same. The HCS 2006-2007 goals are as follows:

**Strategic Goal #1 To provide needed community services and strengthen economic viability**

**Goal 1.1** Provide services, funding, and leadership in addressing issues that relate to the health, well-being, independence, and dignity of older adults in Orange County.

**Goal 1.2** Match Orange County workforce skills and abilities with employer workforce needs.

**Goal 1.3** Ensure that Orange County veterans, their survivors, and dependents receive the benefits, recognition, and assistance to which they are entitled.

**Goal 1.4** Promote inter-group understanding; eliminate prejudice, intolerance, and discrimination; and facilitate the peaceful resolution of disputes.

**Strategic Goal #2 To preserve and expand affordable housing opportunities**

**Goal 2.1** Increase and preserve affordable housing opportunities, especially for those most in need.

**Goal 2.2** Enhance the livability of the County's unincorporated and participating neighborhoods.

**Goal 2.3** Increase and preserve shelter and supportive services for at-risk and homeless residents of Orange County including, but not limited to, victims of domestic violence and their children, the mentally ill and dually diagnosed, veterans, older adults, and other at-risk or homeless sub-populations in Orange County.





# Vision, Mission, and Goals





## VISION

*"A quality life for all Orange County"*



## MISSION

*"To work in partnership with and advocate for Orange County's diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community."*

# *STATEMENT OF VALUES*

## ***OUR CLIENTS***

The most important element of our business is the people we serve internally and externally.

## ***OUR ROLE***

We are committed to providing excellent service to everyone we serve in a caring way.

## ***WORKING TOGETHER TO SERVE***

We believe that only through working together can we make the difference between a good organization and an excellent one. We believe that the success of our Department depends on mutual trust, honesty, and teamwork and that our foundation is built on certain expectations and values that we share.

## ***COMMUNICATION:***

Foster open communication with one another and the people we serve.

## ***COURTESY:***

Treat clients and fellow employees with the respect, dignity, and fairness to which all human beings are entitled.

## ***INTEGRITY:***

Employ a high standard of morals and ethical principles as a guide in all that we do.

## ***INNOVATION:***

Encourage the introduction of new ideas to meet the present and future needs of clients in a creative and progressive manner.

## ***PROFESSIONALISM***

Strive to be the best in the field through commitment, excellence, and leadership.

## ***FLEXIBILITY:***

Appreciate the diversity of opinions resulting from a supportive and participating Department. Strive to be versatile in a dynamic organization.

## ***RESPONSIVENESS:***

Respond with sensitivity to the needs of the people we serve and to our fellow employees within the framework of mutual respect and responsibility.

## ***PRIDE:***

Take pride in our work and dedication to our shared efforts and successes.

## ***OUR BELIEFS:***

Foster the spirit of cooperation and teamwork in all divisions.

Through a commitment to teamwork, understanding, and dedication to these values and principles of action, we will enhance the accomplishments of our mission.

## **2007 GOALS**

### **Strategic Goal #1 - To provide needed community services and strengthen economic viability**

**Goal 1.1** Provide services, funding, and leadership in addressing issues that relate to the health, well-being, independence, and dignity of older adults in Orange County.

**Goal 1.2** Match Orange County workforce skills and abilities with employer workforce needs.

**Goal 1.3** Ensure that Orange County veterans, their survivors, and dependents receive the benefits, recognition, and assistance to which they are entitled.

**Goal 1.4** Promote inter-group understanding; eliminate prejudice, intolerance, and discrimination; and facilitate the peaceful resolution of disputes.

### **Strategic Goal #2 - To preserve and expand affordable housing opportunities**

**Goal 2.1** Increase and preserve affordable housing opportunities, especially for those most in need.

**Goal 2.2** Enhance the livability of the County's unincorporated and participating neighborhoods.

**Goal 2.3** Increase and preserve shelter and supportive services for at-risk and homeless residents of Orange County including, but not limited to, victims of domestic violence and their children, the mentally ill and dually diagnosed, veterans, older adults, and other at-risk or homeless subpopulations in Orange County.

## **CLIENT PROFILE**

HCS clients include individual constituents receiving services, organizations participating in HCS sponsored programs, and organizations for whom HCS administers programs. HCS must continue to be responsive to the increasing demand for services associated with an increasingly diverse client population. See Appendix C for details on the HCS clientele.

## ***SERVICE ENVIRONMENT***

HCS is a partner in the development and operation of various housing and community development projects and service programs in many areas of Orange County. The department has a regional focus on housing, homeless, older adults, workforce and economic development, youth, veterans, domestic violence, and tolerance issues and services. In addition, the department administers funding and programs for unincorporated areas, 31 participating Orange County Housing Authority cities, the Orange County Development Agency (OCDA), and 13 Urban County participating cities requesting federal Community Development Block Grant (CDBG) funding. See Appendix A for more details on the HCS Organizational Structure.

The areas in which various HCS programs operate are determined primarily by the funding source of the program and the regulations that govern expenditures of those funds.

### **Regional Leadership and Issues**

The Board of Supervisors has appointed HCS the Regional Leader in various program areas which provide services to all of Orange County. Funding for these programs come from federal, state, and local sources.

The Office on Aging (OoA) is mandated by federal law to be the lead advocate, systems planner, and facilitator of services and programs for older adults and their caregivers who live both in the community and in long-term care facilities. This mandate includes accomplishing the goals of the older adult programs funded by the state and federal governments. These funds are augmented by County General and Tobacco Settlement Revenue Funds.

The Veterans Service Office (VSO) provides regional advocacy services and assistance focused on Department of Veterans Affairs disability benefits and survivor benefits to Orange County veterans, their survivors and dependents. The Office also supports the larger Orange County veteran community by promoting an understanding of the importance of its veterans and their contributions to our country. This program's continued funding from the County's General Fund represents the Board of Supervisors' commitment to the support of Orange County's veteran community.

The County Board of Supervisors created the Human Relations Commission (OCHRC) in order to build mutual understanding among residents and to eliminate prejudice, intolerance, and discrimination. Regional activities are funded from the County's General Fund and include inter-ethnic relations projects with youth, assistance to law enforcement agencies on cultural sensitivity issues, and promotion of affordable housing using a planning perspective.

The Board of Supervisors created the Orange County Workforce Investment Board (OCWIB) to oversee the implementation of the federal Workforce Investment Act.

The OCWIB is comprised of Orange County business representatives and a variety of public and non-profit organizations. The OCWIB has been designated to also facilitate the coordination of all workforce and economic development programs and has recently assumed the responsibility for the County's Comprehensive Economic Development Strategic Plan.

### **Service Areas**

In Orange County, three Workforce Investment Areas are configured to service job seekers and businesses. The Cities of Santa Ana and Anaheim are designated single-city Workforce Investment Areas. The balance of the County is administered by HCS/Community Investment Division. Workforce Investment Act (WIA) programs include One-Stop and Business Service Centers and Satellites serving job seekers and businesses; youth programs; labor market research; and customized training programs.

HCS receives a large portion of its funding from the federal government and the federal CDBG program. The Urban County partnership for receiving federal funding is made up of HCS, participating cities, non-profit agencies that receive County-managed funds (subrecipients), and other County agencies. The Urban County Program serves 14 unincorporated target areas, 13 small cities, and one Metropolitan Contract City.

HCS also operationally administers redevelopment projects in the Orange County Development Agency's Neighborhood Development and Preservation Project (NDAPP) area which contains 14 separate sub-areas, many of which overlap the unincorporated target areas discussed above. Redevelopment activities are intended to remove blight, preserve and increase affordable housing, and develop or improve public infrastructure. With the exception of funds which are "set-aside" for affordable housing development, most new redevelopment funding has been diverted for either County bankruptcy recovery payments or debt service. With the recent passage of AB 661, the County can now spend its housing set-aside funds anywhere in the County if the affordable housing project meets specific criteria.

The Orange County Housing Authority (OCHA), which is the Housing Assistance Division of HCS, serves 31 of the County's 34 cities by providing federal Section 8 Housing Choice Voucher rental assistance to low-income seniors, working families, and other qualifying persons. In addition, OCHA has agreements with the Anaheim, Garden Grove, and Santa Ana Housing Authorities to provide countywide services to eligible clients who move from one jurisdiction to another. OCHA also provides housing related assistance for special needs populations such as the mentally ill, disabled, and homeless. Although OCHA administers the housing assistance program, the funding is provided by the Department of Housing and Urban Development (HUD).

### **Regulatory Environment**

HCS has extensive facilitation and monitoring responsibilities under the legal requirements associated with each program funded through the state and federal governments.

The County is also responsible for ensuring compliance with regulations by the subrecipients of Home Investment Partnerships (HOME) Program, Emergency Shelter Grants (ESG), Supportive Housing Program (SHP) (homeless assistance), Older Americans Act and Older Californians Act funds, Dispute Resolution Program, Domestic Violence Program, Workforce Investment Act funds and Department of Labor grants and other discretionary funding streams. Separate requirements must also be met for locally funded projects and programs. These responsibilities include:

monitoring for compliance; making specific findings relative to the project benefit; insuring that environmental analysis and noticing is done; monitoring housing affordability; identifying and updating impediments to Fair Housing Choice; and conducting other tasks and reporting activities on an on-going basis. In addition, all programs are governed by extensive federal and state regulations that require annual reporting that describes how the programs are administered.

### **Funding Sources**

HCS receives a variety of federal funding including Community Development (e.g. CDBG, HOME, ESG), Housing Choice Voucher rental assistance, Homeless Assistance Program, Older Americans Act, Department of Labor and Workforce Investment Act funding.

HCS also receives state Subvention Funds for Veterans and state Older Californians Act funds, as well as local funding from the Orange County Development Agency, OCHA Operating Reserves, Tobacco Settlement Revenue, marriage license fees, court mandated fees and fines, and the General Fund. A more detailed explanation and five-year analysis of funding can be found in Appendix D.



# Operational Plan



# 2007 OPERATIONAL PLAN

## **OVERVIEW**

The Housing and Community Services Department is a partner in the development and operation of various housing, community development, and service projects and programs in many areas of Orange County.

### **STRATEGIC GOAL #1 - Provide needed community services and strengthen economic viability**

#### **GOAL 1.1**

**Provide services, funding, and leadership in addressing issues that relate to the health, well-being, independence, and dignity of older adults in Orange County.**

#### ***~ SUMMARY OF THE ISSUE ~***

The HCS Office on Aging (OoA) joins all levels of government in addressing the challenges presented by the dramatic increase in population and shifts in the ethnic composition of Orange County's older adults. In addition, flat and reduced funding in the face of increased demand for services increasingly challenges the resources of contracted service providers, the Office on Aging, and other organizations serving older adults in the county.

#### ***~ CLIENTS ~***



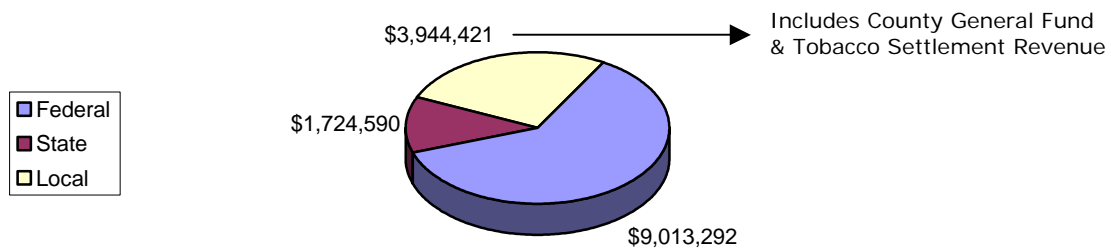
*Senior Citizen Advisory Council*

Recognizing the growing diversity of the County's older adult population, HCS' Office on Aging will continue to outreach to targeted groups including ethnic minorities, persons with disabilities, and older adults with the greatest social and economic needs. The Office on Aging will continue to work closely with coalitions that focus on Asian/Pacific Islander and Latino senior issues, in order to increase its outreach functions and to assist in targeting services to the most needy within the community as mandated by the federal Older Americans Act and the Older Californians Act. For a more detailed outline of HCS' clientele see Appendix C.

#### ***~ RESOURCES ~***

The Office on Aging (OoA) budget consists of federal, state, Tobacco Settlement Revenue, and County of Orange General Funds. These funds include administration and program dollars to ensure adequate program administration and client service levels.

The resources allocated in FY 06-07 to achieve this goal are as follows:



### *~ Challenges ~*

#### **Rapid growth of the aging population**

In Orange County in 2000, persons aged 60 and older represented 13.25 percent of the total population; in 2005 they represented 14.24 percent, and by 2010 it will be 15.9 percent. This rate of growth will accelerate with the aging of the Baby Boomers - those born between 1946 and 1964. There are 838,000 Baby Boomers in Orange County who began turning 60 in 2006. In comparison, there are currently approximately 437,000 individuals aged 60 or older in Orange County.

#### **Fragmented system of service delivery**

While the statewide trend is toward combining all older adult services into a single agency, within the Orange County system there are multiple agencies providing services to older adults. As the mandated lead advocate, systems planner, and facilitator of services for older adults, their families and caregivers, the Office on Aging is challenged with the task of tracking and coordinating with the programs offered by other agencies. With multiple funding and regulatory silos, older adults may find it hard to enter or navigate the system of care, making the role of the OoA more critical.

#### **Increased demand for service in the face of budget and staff reductions**

At the outset of FY 02-03, the Office on Aging had a Net County Cost of \$1,215,000 and 26 full time employees. With the completion of the STEP II reductions in FY 06-07, the Office on Aging has 19 full time employees and a Net County Cost of \$859,547. As a result of these reductions, the Office on Aging must continue to monitor and control costs, seek ways to become more efficient in its day to day operations, evaluate and fill any and all staff vacancies with caution and thorough planning, while striving to continue to maintain existing levels of service delivery and performance.



In addition, the following are on-going areas of concern to the Office on Aging:

- Nutrition services for older adults

- Transportation for older adults, especially non-emergency medical transportation
- Health care for older adults, including prescription drug coverage
- Accessible and affordable housing for older adults

### **~ STRATEGIES ~**

In support of Goal #1, the Office on Aging will implement strategies including, but not limited to, the following in FY 06-07:

#### **Promote the Information & Assistance Call Center and the OoA Website**

Through the Title III B Information and Assistance program, the OoA acts as a single point of entry referral source and advocate for older adults throughout the county, connecting consumers with public and private community-based services. As an ongoing initiative, in order to enhance access and outreach services, the Office on Aging will continue to promote its award-winning website as a useful tool for older adults and caregivers. The Office on Aging will also continue to actively promote the Information & Assistance (I&A) call center so that older adults and caregivers in Orange County will benefit from access to its many resources.

#### **Raise awareness of aging population issues impacting Orange County**

Using the *Aging of Orange County* presentation, the OoA will continue working to raise awareness among policy makers and the public about the exponential growth in the older adult population and the need to be prepared for the increased demand for services.

#### **Provide support to contracted service providers**

The OoA will administer older adult services contracts for nutrition, supportive services, and transportation programs, and provide limited direct services, for a total of approximately \$14.5 million. OoA will continue to provide technical assistance to contractors and support their efforts to maximize resources.

#### **Support the Senior Non-Emergency Medical Transportation program**

The OoA will continue to implement Phase II of the Senior Non-Emergency Medical Transportation program (SNEMT), to ensure that non-emergency medical transportation services will be available to older adults on a countywide basis.

#### **Facilitate collaboration among agencies**

The OoA provides leadership and support to the Interagency Committee on Aging (ICA), a collaborative work group composed of county agencies providing services to older adults. In addition to the Office on Aging, the ICA includes the Health Care Agency, Social Services Agency, the In Home Supportive Services Public Authority, the Orange County Housing Authority, and CalOptima. The Orange County Transportation Authority also participates. The ICA acts as a forum for appropriate management level representatives to identify and eliminate duplication and gaps in services and programs for the elderly and to better coordinate and improve aging programs in the County.

### **OUTCOME MEASURES & REPORTING**

#### **Performance Measurement #1**

The Office on Aging will survey contracted service providers to determine customer satisfaction levels as well as a baseline for customer service satisfaction. This survey will coincide with newly established quarterly meetings with each provider with hopes of improving communication and dialogue.

**What is it?**

Office on Aging services are primarily provided by contract vendors. Staff administers these contracts and handles any issues related to contract performance. This survey measures not only the satisfaction with the contractor but also with the Office on Aging staff support.

**Why is it important?**

The network of service providers in Orange County is critical to the well-being of older adults. Office on Aging is responsible for assuring the delivery of mandated services. Providing quality customer service to service providers helps ensure the successful delivery of quality service to older adults, their families, and caregivers.

**FY 05-06 Results**

Dramatic improvements had been made before the survey was distributed. OoA improved customer service to providers by streamlining processes – e.g. revised invoice templates, budget templates, improved contract reporting systems, and regular communication with providers.

The provider survey overall rated OoA as showing improvement in the level of customer service; effective and accommodating in response to requests and technical assistance needs; and courteous and professional in dealing with contractors. Providers recognized the difficulties resulting from personnel issues and turnover, and expressed an appreciation of the quarterly meeting and other OoA efforts to improve service.

**FY 06-07 Anticipated Results**

Relationships with contracted providers will continue to strengthen as OoA staff strives for continuous quality improvement. It is expected that provider satisfaction with OoA performance and service will remain high throughout FY 06-07 and beyond.

**FY 07-08 Plan**

OoA will utilize the provider meetings to foster positive communication and customer satisfaction among contracted service providers. Another survey will be given to contractors to assess the quality of OoA performance in administering service contracts and assisting the contractors.

**How are we doing?**

Flat or reduced funding in the face of increased demand for services has challenged the resources of contracted service providers, the Office on Aging, and other organizations serving older adults in the county. Finding ways to develop and finance additional service capacity that meets needs, allows choice, and ensures quality care will be a challenge for the Office on Aging and local governments in years to come, demanding strategic planning, collaboration and partnership with the broad spectrum of service providers. Our efforts to strengthen and support our contracted service providers will continue to be mutually beneficial.

**Performance Measurement #2**

Customer satisfaction with OoA Information & Assistance services will be evaluated through the implementation of a quality assurance mailer sent to I&A customers. The measure of success will be an aggregate score of at least 3 on a scale of 1-5 for each I&A staff member.

**What is it?**

The Office on Aging has a state-of-the-art Information and Assistance center which provides referral services to older adults throughout the County.

### **Why is it important?**

A quality measurement tool will ensure the highest level of customer service by I&A staff while providing a means of identifying strengths and weaknesses.

### **FY 05-06 Results**

Customer satisfaction with Office on Aging Information & Assistance services was evaluated through the implementation of a quality assurance telephone call placed approximately one to two weeks following the initial call to the call center. The measure of success was determined by an aggregate score of at least 4 on a scale of 1-5 for each I&A staff person.

During FY 05-06, I&A completed 357 customer service follow-up calls. Each staff member received an overall rating of above 4 with the aggregate for overall customer satisfaction being 4.66.

### **FY 06-07 Anticipated Results**

Staff will continue to survey customers and will strive to maintain the aggregate rating for each staff member at a minimum of a 4 out of 5 rating for service levels.

### **FY 07-08 Plan**

Staff will continue to identify strengths, weaknesses, and new methodologies for continuous improvement in customer satisfaction.

### **How are we doing?**

The level of customer service provided to callers has positively impacted the reputation of the Office on Aging in the community. Providers of service have also commented positively on the quality of service offered by the call center, and case managers are using the Office on Aging website as a resource for services for their own clients.

---

## **== Case Study ==**

### **Maintaining Independence**



Cleo G. is a 60-year-old woman who lives with her 64 year old husband in their mobile home in Stanton, CA. Although Cleo and Thomas G. are chronologically young, Cleo requires 24-hour complete care. Her husband, Thomas, fulfills all of her care giving needs including: bathing, dressing, grooming and personal care needs. Unfortunately, Thomas G. recently developed several health problems of his own. They have found themselves confined to their home due to these health problems. Cleo is now wheelchair bound due to her many illnesses including: multiple sclerosis, diabetes and severe asthma. Thomas tries to assist her as best he can, however without Senior Meals and Services they would not be appropriate for independent living. Senior Meals and Services has strived to empower Thomas and Cleo to remain in their home because that is where they want to be. For the past four years Senior Meals and Services has provided home delivered meals, nutritional supplements, ACCESS vouchers and more recently, in-home care. They give their utmost thanks to the case managers and volunteers who have given them the ability to live up to the independent quality of life that they desire.

## **GOAL 1.2**

**Match Orange County workforce skills and abilities with employer workforce needs.**

### ***~ SUMMARY OF THE ISSUE ~***

The Community Investment Division administers the Workforce Investment Act of 1998 (WIA) funded programs which represent the nation's commitment to create a workforce investment system that responds to the needs of employers, job seekers, and youth. WIA's purpose is to consolidate and streamline numerous federal employment programs and to provide states and localities with more discretion to design workforce development strategies that meet local labor market needs. Key objectives of this workforce development system are to increase employment, retention, earnings, and occupational skill attainment of job seekers and youth and to improve the productivity and competitiveness of national, state, and local economies. WIA established the One-Stop System as the unified service delivery method for this consolidation of numerous employment and training programs.

The One-Stop Centers are the cornerstone of the workforce investment system and have unified numerous training, education, and employment programs into a single, customer-friendly system where job seekers can receive skills assessment services, information on employment and training opportunities. These Centers also provide unemployment services, supportive services, counseling guidance, education, work experience, and many other employment and training activities and services. In addition, Business Service Centers have been established to respond to the needs of Orange County businesses and employers through the provision of job matching, recruitment, and specialized business and employee assistance services. In doing so, WIA contributes to a healthy, growing Orange County economy.

### ***~ CLIENTS ~***

The clients who benefit from the achievement of this goal are both businesses and job seekers. A portion of the job seeking services offered through the One-Stop System is available to everyone without stringent income or other eligibility requirements. However, other more staff intensive and training related services are specifically targeted towards: disadvantaged adults, dislocated workers, youth, people with disabilities, veterans, older workers, and individuals participating in industry specific training and skill attainment activities. Employers directly benefit from WIA services because they access a more highly skilled workforce and receive other types of business-focused services through the One-Stop System.

For a more detailed outline of HCS's Clientele see Appendix C.

### ***~ RESOURCES ~***

The Workforce Investment Act program is funded by the U.S. Department of Labor. Discretionary grants are also used to leverage and compliment existing formula funding. WIA Fund 146 provides an estimated \$11.8 Million, while discretionary grants total \$5.1 Million.

### ***~ CHALLENGES ~***

- WIA Reauthorization – WIA was originally scheduled to be reauthorized in 2005 and then in 2006, but due to numerous stalls in Congress and other contributing



factors it will be considered again in 2007. Changes in legislation will directly affect how services are delivered through the One-Stop System.

- **Funding** - California's state budget and national WIA funding reductions have significantly limited, reduced, or eliminated programs to help match Orange County's businesses and job seekers. Mandated partners within the One-Stop System are also facing severe funding reductions. Diversification of funding and maximizing resources among all partners continues to be a challenge to the system.
- **Grant Competition** – Since many workforce organizations are facing a decrease in funding, there is a significant increase in the number of entities who compete for grants. This increased competition, combined with a decrease in the amount of available funds for discretionary grants and a broader definition of eligible applicants, has resulted in an extremely competitive grant environment.
- **Employment Challenges** – Orange County's large and high-tech economy requires an increasing level of workforce skill and specialization which is currently not being developed locally. Orange County needs to be more business and employee friendly. It is not only expensive to conduct business in Orange County, but it is also expensive to live in Orange County. Orange County is competing with other regions for an increasingly mobile workforce.
- **Soft Skills Training** – Employers seek and are willing to hire employees who demonstrate mastery of soft skills. These can include basic traits or skills such as communicating effectively, getting along with a wide variety of people, maintaining a professional attitude and behavior, and exhibiting a strong work ethic. Combined, they are pivotal to an individual's ability to obtain a job, retain a job, and to move up in an organization. However, it can be challenging to effectively modify long standing behavioral or employment skills and patterns for customers who persistently have bad attitudes, anger management issues, cannot be at work on time, or are ineffective oral and written communicators.
- **Occupational Skills Training** – Employers need technically proficient employees who are highly skilled and trained. Requisite skills are frequently updated as businesses continue to diversify in order to remain competitive. Training programs offered should be connected and driven by local economic indicators of growing occupational demand. It is challenging to ensure that training curricula is flexible, adaptable, and expandable to meet the changing needs of employers and job seekers.

### **~ STRATEGIES ~**

- Develop projects in alignment with the results of labor market research on cluster competitiveness, which is the next step in industry specific work.
- Fully transition and integrate the Comprehensive Economic Development Strategy (CEDS) into the activities of the Workforce Investment Board thereby aligning OC's Economic and Workforce Development for the whole County.
- Further develop the OCWIB Membership through implementation of recruitment and retention strategies.
- Create diverse, sustainable funding sources and resources by supporting grant application processes and identifying alternative funding sources for workforce development.

- Provide effective advocacy and leadership by creating a balanced, effective membership of the OCWIB and improve the visibility and awareness of the OCWIB with local, state, and federally elected officials.
- Strengthen connections between the OCWIB and business, economic development and education entities.
- Use specialized data management systems to identify job seekers that have the skill sets that employers need.
- Initiate customized training projects that respond to specific employer demand for skilled worker and design outcome-driven cluster projects.
- Create collaborations that result in positive programmatic outcomes.
- Launch a highly effective public relations and marketing process to promote the vision of OCWIB and workforce stakeholders in relation to economic development and a high quality workforce system in Orange County.

### ***OUTCOME MEASURES & REPORTING***

**Performance Measurement #1** Workforce demand and supply gap analysis comparing the number of Orange County job seekers with jobs available during the same time period.

#### **What is it?**

Compares the existing and projected demand of jobs against the supply of workers in the County.

#### **Why is it important?**

It is a measure of Orange County's workforce system efficiency in matching current and future job supply with employer demand through training, research, and workforce development delivery systems.

#### **FY 05-06 Results**

According to the State of California Employment Development Department, Labor Market Information Division, data for June 2006 indicates that Orange County's Annual Labor Force was 1,602,400; while the total number of employed was 1,542,400. This leaves approximately 60,000 individuals who were part of the labor force but who did not have access to jobs in Orange County.

#### **FY 06-07 Anticipated Results**

59,750 individuals who are part of the labor force but do not have jobs.

#### **FY 07-08 Plan**

59,500 individuals who are part of the labor force but who do not have jobs.

#### **How are we doing?**

The unemployment rate in Orange County was 3.7 percent in June 2006 which continues to be below both California's unemployment rate of 5.1 percent and the national unemployment rate of 4.8 percent during the same period. Job seekers are able to find employment in Orange County's highly diversified economy.

**Performance Measurement #2** Percentage of clients placed and retained in jobs.

**FY 05-06 Results**

Placed in jobs – 84.8% Adult; 82.8% Dislocated Worker  
Retained in jobs – 92.1% Adult; 89.1% Dislocated Worker

**FY 06-07 Anticipated Results**

Placed in jobs – 74% Adult; 82% Dislocated Worker  
Retained in jobs – 80% Adult; 86% Dislocated Worker

**FY 07-08 Plan**

Placed in jobs – 75% Adult; 83% Dislocated Worker  
Retained in jobs – 81% Adult; 87% Dislocated Worker

**How are we doing?**

The Orange County Workforce Investment Area exceeded all measures for program year 05-06. For the first quarter of FY 06-07 we are currently meeting Local Performance Goals for the percentage of clients placed in jobs and exceeding Local Performance Goal for percentage of those placed who are still working nine months after placement for both the WIA Adult Program and the WIA Dislocated Worker Program as shown in the chart below:

PERFORMANCE CATEGORY	STATE PERFORMANCE MEASURE	ORANGE COUNTY ACTUAL PERFORMANCE
<u>Entered Employment Rate</u>		
Adult Program	75.9%	84.8%
Dislocated Worker Program	77.9%	82.8%
<u>Employment Retention Rate</u>		
Adult Program	79.4%	92.1%
Dislocated Worker Program	85.1%	89.1%

Although Juan was employed for over 19 years at the same manufacturing company, he made less than \$13.00 per hour. It was barely enough to get by; but then the company closed its doors. Juan worked as a machine operator and hadn't acquired other occupational skills. It was very tough for him because he did not know how he could possibly provide for his family without a job. However, Juan and his employment specialist worked together on ways to increase his employability and to gain the self-confidence and training necessary to change career paths. Juan diligently attended workshops offered through the One-Stop Center and enrolled in training that gave him the opportunity to obtain new skills. Juan earned his Forklift Operator's certificate and a new job! He is now fully-employed at an engineering company and is poised to earn even more per hour than he ever has previously. In addition, for the first time in his life, he and his family are enjoying the security of having full medical benefits.

== Case Study ==

**One-Stop  
Success**

---

## GOAL 1.3

---

**Ensure that Orange County veterans, their survivors, and dependents receive the benefits, recognition, and assistance to which they are entitled.**



### *~ SUMMARY OF THE ISSUE ~*

The Veterans Service Office (VSO) provides regional advocacy services and assistance focused on Department of Veterans Affairs disability benefits and survivor benefits to Orange County veterans, their survivors and dependents. The Office also supports the larger Orange County veteran community by participating with the Orange County Veterans Advisory Council and their programs.

### *~ CLIENTS ~*

The clients who benefit from the achievement of this goal are Orange County veterans, their survivors and dependents. The typical VSO client is a lower income veteran with a service-connected disability who served in World War II, Korea, Vietnam, Desert Storm or Iraq. The veteran population is growing older. As that population ages, its needs and eligibility for benefits change. Our task is to work closely with the California Association of County Veterans Service Officers to efficiently address those needs.

For a more detailed outline of the HCS Clientele see Appendix C.

---

### **== Case Study ==**

## **Diligence Pays Off**

Mrs. M, a widow of a deceased veteran came to the Veterans Service Office (VSO) to file a claim in October 1999. Her husband had died from Diabetes II and complications. Her Widow's Dependency & Indemnity Compensation (DIC) benefits claim was denied. In December 2005 the VSO veteran's case file was reviewed for destruction. After reviewing the veteran's death certificate, the Veterans Claims Officer (VCO) contacted the widow explaining that the Diabetes II was now a presumptive condition due to exposure to Agent Orange. On a second attempt the widow was contacted by telephone and then a written letter advising her to contact the office to reopen her claim. In January 2006 the widow called back. The VCO prepared the necessary paperwork and mailed it to the widow for her signature. Upon receipt of the form it was then forwarded to the Department of Veterans Affairs Regional Office, San Diego. In February 2006, Mrs. M received a favorable decision and a retroactive award in the monetary amount of \$77,434 dating back to August 1999, thanks to the VCO's diligence.

---

### **~ RESOURCES ~**

Veteran's programs in the County of Orange are supported through a combination of State Subvention Funding Sources and through County General Funds.



STATE SUBVENTION FUNDS  
\$150K (EST.)



COUNTY GENERAL FUND  
\$1 MILLION (EST.)

For a more detailed explanation of HCS funding sources see Appendix D.

### **~ CHALLENGES ~**

HCS and the VSO face two significant challenges.

- The U.S. Department of Veterans Affairs (USDVA) has a backlog of over 600,000 unprocessed veterans claims and appeals. HCS staff has worked with the National Association of County Veterans Service Officers to introduce federal legislation for a federal-state-local government partnership (with funding) to reduce the claims backlog.
- HCS and the USDVA are working toward reducing the homelessness problem facing veterans in Orange County. The Veterans Service Office works closely with the Veterans Resource Center, a 501(C)3 activity, to coordinate assistance to homeless veterans and their families.

### **~ STRATEGIES ~**

In order to meet this goal and face the considerable challenges, HCS will implement the following strategies:

- File approximately 2,400 new state and federal claims for veteran's benefits in anticipation of over \$5 million in new awards for veterans and their dependents in Orange County.
- Support new Federal Legislation allowing the VSO to assist with the USDVA claim processing for the purpose of reducing the veterans disability claim's backlog.
- Continue to coordinate with Department of Social Services and Public Administrator/Public Guardian to ensure that their clients, who are veterans, receive benefits due them.
- Enhance Claims Officer skills through participation in the Accreditation and Certification Programs of the National Association of County Veterans Service Offices and the State Department of Veterans Affairs, Testing and Accreditation Program.
- Participate in quarterly regional (Southern California) continuing education training for Orange County Veterans Claims Officers with other County Veterans Service Offices.
- Continue to coordinate with, and provide support to, the non-profit Veterans Resource Center, to aid in helping homeless veterans and their families.
- Expand outreach services through a re-designed web site, coordination with V.A. Medical Center, Long Beach, community centers, and other local and government agencies to ensure the highest quality of service for veterans, their dependents, and survivors.

- Provide liaison and support to the Orange County Veterans Advisory Council and their projects.

## ***OUTCOME MEASURES & REPORTING***

### **Performance Measurement #1**

File 2,400 veterans' benefit claims for disability and other federal and state benefits.

#### **What is it?**

Veterans benefit claims development and advocacy.

#### **Why is it important?**

It enhances the quality of life for veterans, their survivors and dependents and stimulates the economy of Orange County.

#### **FY 05-06 Results**

2,377 claims filed

#### **FY 06-07 Anticipated Results**

2,400 claims

#### **FY 07-08 Plan**

2,400 claims

#### **How are we doing?**

Program is on target for meeting the goal in veterans' benefit claims filed.

### **Performance Measurement #2**

Achieve approximately \$5,000,000 in new and improved veterans benefit awards for disability and other federal and state benefits for clients in Orange County.

#### **What is it?**

Veterans' monetary benefits paid to veterans, their survivors and dependents.

#### **Why is it important?**

It enhances the quality of life for veterans, their survivors and dependents and stimulates the economy of Orange County.

#### **FY 05-06 Results**

\$5.2 million in awards benefits received

#### **FY 06-07 Results**

\$5 million in awards benefits

#### **FY 07-08 Plan**

\$5 million in awards benefits

#### **How are we doing?**

Program is on target for meeting the goal in veterans' benefit awards paid to veterans, their survivors and dependents.

## GOAL 1.4

**Promote inter-group understanding; eliminate prejudice, intolerance, and discrimination; and facilitate the peaceful resolution of disputes.**

### *~ SUMMARY OF THE ISSUE ~*

Hostility fueled by competing national immigration proposals and stoked by local activism; combined with insecurity caused by international tensions, war and terror; coupled with fear of changing demographics and instability in the economy come together to stress the fabric of our society. These factors contribute to a climate of fear that leads to scapegoating, increased intergroup tension, conflict and violence. Through the systematic investment in human relations infrastructure, we can reduce this fear, develop conflict resolution resources, and build understanding among our diverse population that will promote a community climate where all people feel safe, valued and included.



### *~ CLIENTS ~*

The clients who benefit from the achievement of this goal are youth, teachers, parents, and principals interested in building a school climate that is safe and inclusive, as well as police officers, city managers, residents, and community groups trying to build a sense of community amid rapidly changing demographics.

In addition, HCS provides funding to nonprofit organizations that serve Orange County residents and businesses seeking mediation as an alternative to formal litigation.

For a more detailed outline of the HCS Clientele see Appendix C.

### *~ RESOURCES ~*

The Orange County Human Relations Commission (OCHRC) section of HCS is funded from the County General Fund.\* The Dispute Resolution Program Act (DRPA), administered by the Community Investment Division (CID), is funded by civil court filing fees which has seen the number of cases going to mediation increase, resulting in a decrease in court filing fees.

- \$299,101 County General Fund to the Commission
- \$728,000 Civil Court Filing Fees (estimated)

\* additional resources provided by the private, non-profit OCHRC

For a more detailed explanation of HCS funding sources see Appendix D.

### *~ CHALLENGES ~*

HCS/Orange County Human Relations Commission will be facing the following challenges in 2007:

- The polarizing national debate over immigration policies will fuel local resentments towards those perceived to be outsiders in fast growing communities such as Latino, Asian and Arab.
- Local activism in the Muslim/Arab/Jewish communities spurred by international conflict between Israel and Arab/Muslim communities will cause local conflicts and confrontations.
- The tension over such issues as gay marriage will precipitate hate crimes targeting those perceived to be gay/lesbian/bisexual or transgender.
- The war in Iraq and the continuing fear of terrorism at home bring local human relations under growing pressure. With each threat of terrorism, anxiety builds and the villainization of the "enemy" spills over in the minds of some to those who look or sound like the "enemy". The resultant conflict at times ends in verbal or physical attacks against innocent residents who are perceived to be the villains.

### ***~ STRATEGIES ~***

- Build understanding and respect by promoting police/community relations through police training, facilitating communication, and the Hate Crime Network.
- Create safe, inclusive communities by conducting BRIDGES School Inter-Ethnic Relations Programs in 25 schools.
- Develop diverse leaders through human relations training and community building events.
- Request a return of the Commission's budget to the base budget for consideration in the same manner of other programs in the agency.
- Mediate conflict and allocate funds and execute four Dispute Resolution Program contracts totaling \$728,000.

### ***OUTCOME MEASURES & REPORTING***

#### **Performance Measurement #1**

The number of hate crime incidents per 100,000 residents in Orange County.

#### **What is it?**

Hate crimes are criminal acts where the motive is based on the victim's perceived race, ethnicity, religion, gender, sexual orientation, or disability status.

#### **Why is it important?**

It is a measure of the level of prejudice and intolerance in the community.

#### **FY 05-06 Results**

Hate crimes and incidents remained level at about 5 per 100,000 population.

#### **FY 06-07 Anticipated Results**

About 6 per 100,000 population.

#### **FY 07-08 Plan**

Continue to work with police and victim groups to document hate crime, support victims and promote a community climate that prevents bias related violence.



**How are we doing?**

Hate crimes and incidents were down against all groups except Latinos this past year. The hostility generated by the immigration debate and the election year rhetoric is presumed to contribute to this. Although hate crimes and incidents are up from the beginning of the decade, they are still lower than the 1990's. There are many uncontrolled variables, but the effectiveness of the Commission and its model programs is a significant factor in reducing hate related violence.

**Performance Measurement #2** The percent of school principals rating OCHRC's BRIDGES Program on their campus as "Among the most useful" or "Useful".

**What is it?**

A survey of participating school principals conducted at a year-end evaluation meeting.

**Why is it important?**

It is a measure of the effectiveness of efforts to build understanding in Orange County schools.

**FY 05-06 Results**

92% of the principals surveyed responded that OCHRC's BRIDGES Program was "Among the most useful", or "Useful" when compared with other programs on their campus.

**FY 06-07 Anticipated Results**

We hope to be able to meet or exceed the challenging level of excellence reached in 2005-06. Effective strategic planning with a consultant helped to identify strategies for improving the standards and institutionalization of the program.

**FY 07-08 Plan**

In 2007-08 we hope to continue to expand this violence prevention program depending on the resources available. Additionally, we will continue to attempt to institutionalize this work.

**How are we doing?**

This is an increase in the survey results from last year. We are doing very well in providing this program to hundreds of young people annually, and in improving it each year.

**Performance Measurement #3**

The percent of cases referred for mediation that result in successful resolution of the conflict.

**What is it?**

Dispute resolution services facilitate the settlement of disputes through mediation and conciliation between interested parties who seek a reasonable, fair, and timely resolution of their conflict.

**Why is it important?**

It measures the success of the mediation process in helping community members resolve conflict without resorting to the courts.

**FY 05-06 Results**

79% of cases resulted in successful resolution.

**FY 06-07 Anticipated Results**

80% of cases resulting in successful resolution

**FY 07-08 Plan**

80% of cases resulting in successful resolution

**How are we doing?**

The DRPA collaborative is comprised of four non-profit agencies administered by the Community Investment Division:

Community Service Programs, Inc.  
Council of Orange County, Society of St. Vincent de Paul  
Fair Housing Council of Orange County  
Orange County Human Relations Council

The collaborative was formed in 1998 to provide the flexibility needed to meet the fluctuating needs of the individual Small Claims courts. In 2001, a judicial committee was formed in Orange County Superior Court to oversee mediation services in the courts. Initially, the collaborative met with the judges on a monthly basis, but as the judges became more familiar with the mediation process and the professional standards of the mediators, the meetings were scheduled for every other month. This year, in a show of continued confidence and support for the program the meetings have been scheduled on a quarterly basis.

The number of cases referred for mediation decreased this year but the rate of successful resolutions increased by 4%.

## **STRATEGIC GOAL #2 - To preserve and expand affordable housing opportunities**

### **GOAL 2.1**

**Increase and preserve affordable housing opportunities, especially for those most in need.**

#### ***~ SUMMARY OF THE ISSUE ~***

Over the past decade and continuing into the new millennium, the County is experiencing a severe shortage of affordable housing. By the year 2005, the Regional Housing Needs Assessment (RHNA) for the unincorporated areas of Orange County calls for 22,407 additional housing units, about 7,034 of which should be affordable to very-low and low-income households.

#### ***~ CLIENTS ~***

The Clients benefiting from the result of this goal include individuals as well as organizations in Orange County.

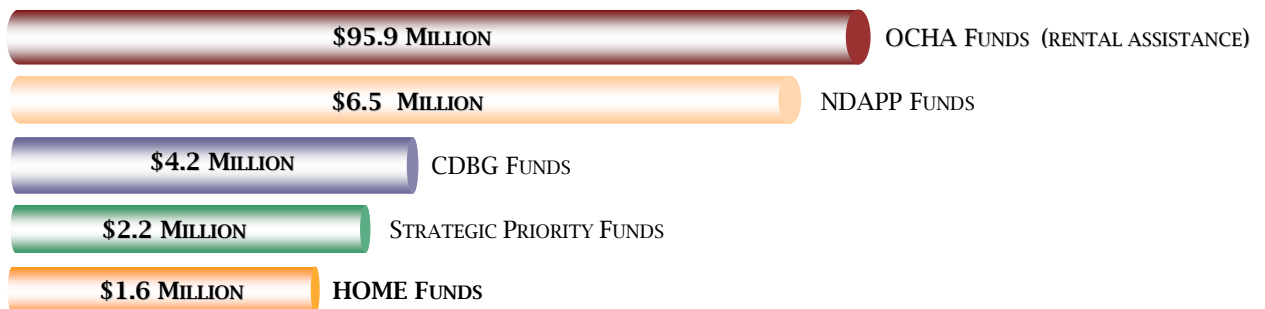
The largest group of beneficiaries is very low-income individuals and families who receive Section 8 Housing Choice Voucher rental assistance and the community organizations that provide affordable housing and supportive services.

These same client groups also benefit from the County funds allocated to nonprofit and for profit developers and cities to provide below market rate financing for the development of affordable rental housing and to create home ownership opportunities.

For a more detailed outline of HCS's Clientele see Appendix C.

#### ***~ RESOURCES ~***

The resources allocated in FY 05-06 to achieve this goal are as follows:



These amounts include unspent funding from prior years. Also, a majority of these funds are already committed to projects.

#### ***~ CHALLENGES ~***

The development and preservation of affordable housing in Orange County is a significant challenge impacted by a variety of factors, including the availability of land, affordable housing funds, political will, and the real estate market. The following summarizes some of the larger challenges facing HCS over the next several years:

- Rising rents throughout the County continue to shrink the supply of affordable units and price low-income residents out of the market.
- Land appropriate for housing development is increasingly expensive in the County, largely because it is scarce, especially land appropriately zoned for multifamily residential uses.
- Increasing development costs in Orange County including the combined effects of prevailing wages, increased construction material costs, and increased insurance costs also stifle potential affordable housing developments.
- Local community resistance to affordable housing proposals creates a significant barrier to building new low-cost housing. Due to lack of awareness, many residents do not realize that well-built, attractive, well-managed affordable housing developments can, and have, improved neighborhoods.
- Significant shifts in funding priorities at the federal level will result in reductions in the CDBG and HOME programs and limitations in rental assistance programs will further reduce resources available to address the housing needs in Orange County.

### **~ STRATEGIES ~**

In order to increase and preserve affordable housing opportunities, especially for those most in need, HCS will implement the following strategies:

- Monitor construction progress and fund loans as applicable for the development of affordable housing units approved by the Board of Supervisors since July 2000.
- Issue a NOFA in 2006 to finance the development of new affordable housing.
- Continue to maximize other funding sources by leveraging funds at the local, state, and federal levels.
- Monitor existing restricted affordable housing units to ensure compliance with low and very-low income criteria.
- Identify one new source of financing to allocate toward the development of affordable housing and resources to enhance owner participation or client success in utilizing the Section 8 Housing Choice Voucher rental assistance program.
- Develop creative partnerships with Orange County cities to encourage new developments, provide technical assistance, and finance new affordable housing opportunities.
- Aggressively pursue landlord outreach activities to increase the number of participating property owners and diversity of rental units for low-income renters.
- Optimize rental assistance resources by monitoring the success of cost containment efforts and applying for additional funds and vouchers from HUD.
- Implement strategies to provide rental assistance benefits to an optimum number of clients within the funding allocated by HUD.

- Work collaboratively with the Resource Development and Management Department (RDMD) to negotiate development agreements that result in maximizing land dedicated or units built for affordable housing in newly developing communities.

## ***OUTCOME MEASURES & REPORTING***

### **Performance Measurement**

The percentage decrease in the number of affordable housing opportunities “needed” is identified by the Regional Housing Needs Assessment (RHNA) for very low-income households. HCS defines opportunities as including newly created affordable housing units, preservation of existing affordable housing, and additional housing vouchers awarded to OCHA.

### **What is it?**

Affordable housing opportunities include creating new and preserving existing affordable housing units and increasing the number of rental assistance vouchers available.

### **Why is it important?**

Increasing and preserving affordable housing opportunities will help to bridge the “gap” in the Orange County housing market.

### **FY 05-06 Results**

HCS closed the following four multifamily housing loans:

- Casa de Esperanza Apartments (formerly Stanton Accessible Apartments) (10 units);
- Jasmine at Founder’s Village (formerly Fountain Valley Senior Apartments) (156 units);
- Stratford Place and Windsor Court (formerly Westminster Intergenerational Apartments) (86 units);
- Montecito Vista Apartments (formerly Culver I-5 Apartments) (162 units).

In FY 05-06, HCS attended the grand openings for Montecito Vista Apartments (formerly Culver I-5 Apartments), 162 units and Stratford Place and Windsor Court Apartments (formerly Westminster Intergenerational Apartments), 86 units.

In December 2005, HCS issued a new NOFA for \$5 million. The 2005 NOFA closed on June 30, 2006 and was successful in receiving three applications requesting a total of \$9,774,936.

OCHA has not received a new allocation for additional Housing Choice Vouchers since May 2003. In addition, there have been no solicitations or announcements from HUD inviting agencies to apply for and compete for additional Vouchers since 2002. Consequently, OCHA has not been able to expand the number of households that can be assisted. During 2004, HUD changed its funding methodology, which required OCHA to decrease the number of households receiving assistance. Limited funding for 2005 continued to restrict full lease-up, although OCHA leveraged funding to assist an average 9,519 households. This number has decreased slightly under the current funding and efforts are underway to restore lease-up from 9,400 at the end of the current fiscal year.

## **FY 06-07 Anticipated Results**

Thus far in FY 06-07, HCS has closed the following three multifamily loans: 1) Heritage Place at Tustin Apartments (54 units), 2) AbilityFirst Apartments-Irvine (24 units), (HCS loan funded at construction), and 3) Laguna Canyon Apartments (120 units).

Also during this period, HCS attended the groundbreaking for AbilityFirst Apartments-Irvine (24 units).

In October 2006, the Board of Supervisors approved issuance of the new 2006 Rental Housing NOFA in the amount of \$6 million. The 2006 NOFA includes \$1 million in One-Time Mental Health Services Act (MHSA) funds. An additional \$7 million of MHSA funding is available for use in the 2006 NOFA with Board approval. To continue affordable housing production, HCS released the 2006 NOFA December 12, 2006. For future large-scale housing development, HCS will continue assisting the RDMD with the planning efforts to develop 60 acres of land in the Rancho Mission Viejo master planned community for affordable rental housing.

HCS anticipates closing two additional multifamily loans in FY 06-07:

- Windrow Apartments (96 units--formerly Northwood Apartments)
- Summer Crest Apartment Homes (49 units)

OCHA has enacted strategies to increase its lease-up to 9,600 households within the HUD funding limitations.



*Windrow Apartments, Irvine*

OCHA will expand efforts to process applicants from its new Waiting List while also monitoring opportunities to administer portability and other activities that will expand affordable housing efforts and help optimize administrative fees to offset costs. OCHA will also continue to submit new and renewal applications for the Shelter Plus Care Program.

During this fiscal year, rental assistance for homeless families with disabilities will be expanded from 330 households in nine grants to as many as 360 households and ten grants.

## **FY 07-08 Plan**

In FY 07-08, HCS anticipates closing the following multifamily housing loans:

- Dorado Senior Apartments (150 units)
- Woodbury NE Apartments (150 units)
- Granite Court Apartments (71 units)

To continue the production of new and rehabilitated housing units in Orange County, HCS will continue making the Multifamily Rental Housing NOFA available in FY 07-08, issuing at least one NOFA for \$5 million.

In FY 07-08, HCS anticipates attending grand openings for Dorado Senior Apartments (150 units), Woodbury NE Apartments (150 units), and potential groundbreakings for new developments.

OCHA will continue its goal to optimize housing resources and funding to provide rental assistance for as many households as possible in the Housing Choice Voucher Program. In addition, OCHA will apply for additional new and renewal grants to expand the number of Shelter Plus Care participants to approximately 400.

### **How are we doing?**

HCS continues to be successful in aggressively pursuing its affordable housing goals, including issuing new NOFAs and policies that promote housing production, leveraging of County financing resources, closing multifamily loans, pursuing new affordable housing financing sources, and collaborating with RDMD on development agreements resulting in the provision of future affordable housing. Thus far in FY 06-07, the Board has approved an affordable housing opportunity overlay zone for unincorporated Orange County and HCS has entered into an MOU with the Orange County Health Care Agency for the administration of approximately \$8 million in one-time housing funds from the Mental Health Services Act.

Although OCHA has encountered a number of challenges, Division staff is committed to its mission and objectives. HUD has introduced a number of quality control measures and access to data online. OCHA is exploring ways to optimize information retrieval systems that will enable greater productivity while increasing the ability to discover fraud and misrepresentation by participants. Two such systems “the Work Number” and HUD’s Enterprise Income Verification (EIV) were implemented during this fiscal year. These systems have provided staff with additional information that resulted in a 15% increase in the number of monthly terminations over the prior fiscal year. In addition to processing terminations, pursuing prosecution or repayments, staff is also challenged to process a correspondingly higher number of applicants that must be issued a Voucher and leased to maintain the current lease-up levels. Although these activities along with budget constraints and staffing shortages have contributed to a slight decrease in the lease-up rate, a significant number of program abusers have been detected and terminated, thereby allowing a greater number of applicants on the waiting list to be processed than originally anticipated and ensuring a higher level of program integrity.

Along with enacting strategies to increase the lease-up rate in the Voucher Program, OCHA also received a Family Self Sufficiency Grant of \$180,000 and a new Shelter Plus Care award, and three renewal grants which will begin before the end of the current fiscal year.

---

---

### **== Case Study ==**

## **A Home of Their Own**

The Luu family arrived in Orange Co. with their 3 children, the family car and only their few clothes in a suitcase. They had been forced to leave New Orleans following the mandated evacuation from Hurricane Katrina. The family stayed with friends in Westminster in a tiny 2-bedroom apartment until their friends had to ask them to leave because it was putting the lease at risk to have so many people staying in the apartment.

The family heard about Families Forward, a local non-profit agency with a transitional housing program. The family moved into a transitional home and enrolled their children into nearby schools. Knowing this was only a temporary residence, the family began searching for permanent housing. Mrs. Luu found a job while her husband tried to figure out what to do with their severely damaged home in New Orleans. Their income was very low and unemployment had damaged their credit. The Luus were referred to Bridge Housing and began the application process. They diligently submitted their paperwork but were fearful they would not be accepted. They were terrified of being homeless again and did not want to have to tell their children they would have to leave their new schools where they had finally made some friends. After a few months, they received the good news they had been accepted into Bridge Housing's Windrow Apartments. They moved into a beautiful 3-bedroom unit in October 2006.

This family feels blessed and safe in their new apartment. They have their dignity back and they know their children can continue their education without further interruption. According to Mrs. Luu, "Bridge Housing has been the answer to our prayers!"

---



*Montecito Vista, Irvine*



*Jasmine at Founder's Village,  
Fountain Valley*

---

Angela was raised by her mother who was mentally ill and on welfare. Angela married young, and at 19, she left her emotionally abusive husband. Left alone to raise her two daughters, she found an affordable apartment; but on the street where she lived there were gangs, drug dealers and a halfway house. Angela feared for her girls growing up in this environment.

### **== Case Study ==**

She continued to attend college dreaming and praying that some day she would be able to make a better life for her daughters and herself. She was happy when she received notice from the Orange County Housing Authority that she was eligible for rental assistance-her prayers were answered. Angela moved to a condominium in Laguna Hills, and with the help of the Family Self-Sufficiency Program, she planned and achieved her goals. Angela graduated from Saddleback College with an AA degree, obtained full time employment and quickly moved up to the position of Wholesale Account Executive. Angela was able to comfortably support herself and her children and could now consider the possibility of owning her own home with the escrow amount of \$19,431 that she earned in the Family Self-Sufficiency Program.

## **Achieving Independence**



## **GOAL 2.2**

**Enhance the livability of the County's unincorporated and participating neighborhoods.**

### **~SUMMARY OF THE ISSUE~**

This goal is addressed by conducting rehabilitation activities and infrastructure improvements through redevelopment funding, the Neighborhood Preservation Program (NPP), and as an administrator of federal community development funds that assist cities in their neighborhood revitalization efforts.

The County has several unincorporated areas, commonly referred to as "Islands." According to the County's Inventory of Unincorporated Areas, County Islands are small pockets of land, wholly or partially surrounded by a city. Historically, as County cities incorporated, these pockets were not included in the new cities' boundaries and they continue to be under the jurisdiction of the County. These County Islands are commonly found in the central and northern portions of the County and range in size from less than ten acres to over 400 acres, with over 3000 housing units. In addition to being County Islands, some are located within County Redevelopment Project Areas. A broad range of needs have been identified; including housing rehabilitation, infrastructure improvements, community-based code enforcement, maintenance and expansion of community centers, public parks, and open space.

### **~CLIENTS~**

The clients benefiting from the results of this goal are residents of the County's unincorporated areas and city neighborhood revitalization areas, which include low and moderate-income residents.

For a more detailed outline of HCS's clientele, see Appendix C.

### **~RESOURCES~**

The resources allocated in FY05-06 for the attainment of this goal are as follows:

- \$540,609 – CDBG funds
- \$3,500,000 – NDAPP funds

These amounts include unspent funds from prior years. For a more detailed explanation of HCS funding sources, see Appendix D.

### **~CHALLENGES~**

Improving the livability of the County's neighborhoods presents specific challenges to HCS. Some of the challenges include:

- Sub-standard housing stock and infrastructure
- Encouraging community participation
- Coordinating with other County and public agencies to identify opportunities to leverage resources and ensure compatibility of goals and efforts
- Improving communities to standards of potentially annexing cities

## ***~STRATEGIES~***

HCS plans on meeting this goal with the following strategies within the Community Revitalization Program:

- Halt the further deterioration of the County's "Island" neighborhoods by providing low-interest loans or grants to eligible property owners through the roof replacement and rehabilitation programs for single-family homes and manufactured housing.
- Develop strategies to review, monitor, and implement changes in the Neighborhood Preservation Program (NPP) and other customer service oriented programs that will increase service levels and operating efficiency.
- Develop an effective outreach program to increase communication regarding events and improvements, and to increase community representation at community meetings.

## ***OUTCOME MEASURES & REPORTING***

### **Performance Measurement**

Level of individual and community satisfaction with their neighborhood improvement resulting from communication and rehabilitation efforts of the County. Results will be measured through exit interviews with individual rehabilitation clients and a general survey of residents within defined project areas at each community meeting for one year after receiving a public works improvement.

### **What is it?**

The effect of communication and rehabilitation efforts on a neighborhood in terms of community satisfaction.

### **Why is it important?**

Enhancement of individual homes and neighborhoods contributes to higher levels of community satisfaction and can result in additional work by private citizens to make their neighborhoods more livable. Enhancement also preserves the life cycle of our older affordable housing stock and assists the County's annexation efforts.

### **FY 05-06 Results**

CAL-HOME: Eight units totaling \$155,935

CDBG: 18 units totaling \$163,122

OCDA: One unit totaling \$48,010

The Anaheim Independencia Community Center:

- Installed 17 new windows throughout the facility at a cost of \$17,500
- Contracted for architectural design and plans for interior and exterior center improvements at a cost of \$19,500

El Modena Community Center:

- The construction and installation of new handball court fencing and netting at a cost of \$14,380

Midway City Community Center:

- Playground improvements at a cost of \$48,135
- Midway City Preschool Improvements at a total project cost of \$9,719

- Midway City Community Center Landscape Repairs at a total project cost of \$2,000

Thirty five exit interviews were received. Twenty four were “excellent” and eleven were “satisfactory”.

### **FY 06-07 Anticipated Results**

HCS anticipates completing 25-30 housing unit rehabilitations during FY 06-07.

HCS plans to spend state Proposition 12 funds and OCDA NDAPP funds on further AICC improvements. Other improvement projects are anticipated for the El Modena and Midway City Community Centers.

### **FY 07-08 Plan**

Increase NDAPP infrastructure projects as directed by the Board of Supervisors.

### **How are we doing?**

Despite continued funding challenges and personnel shortages, HCS continues to meet its goals. We continue community outreach activities and have maintained a positive, cooperative relationship with community leaders and residents.

## GOAL 2.3

**Increase and preserve shelter and supportive services for at-risk and homeless residents of Orange County including, but not limited to, victims of domestic violence and their children, the mentally ill and dually diagnosed, veterans, older adults, and other at-risk or homeless subpopulations in Orange County.**

### ***~ SUMMARY OF THE ISSUE ~***

The homeless issue is complex and multifaceted. Families and individuals become homeless for reasons such as domestic violence, mental illness, substance abuse, physical illness or disability, unemployment, divorce, and economic issues related to high housing costs and low paying jobs. During times of economic downturn there usually is a significant increase in homelessness. Further, time limits on welfare assistance and the lack of discharge planning from jails and hospitals also contribute to homelessness. As a result of its complexity, homelessness impacts most County agencies in one form or another.

### ***~ CLIENTS ~***

The 2005-2006 Needs Assessment conducted by 2-1-1 Orange County, utilizing administrative records, reported that there were approximately 35,000 episodes of homelessness over a 12 month period. The needs assessment also confirmed that 7% of Orange County's homeless are chronically homeless, 11% as victims of domestic violence, 20% as having substance abuse disorders, 5% as seriously mentally ill, 5% of homeless are senior citizens, and 4% are veterans. About 2/3 of the homeless in Orange County self-identify that they are homeless families and 1/3 are identified as individuals.

The majority of persons experiencing homelessness throughout Orange County indicate the lack of affordable housing as the #1 reason for their homelessness, followed by other factors such as substance abuse, loss of jobs, poor credit, illnesses, and disabilities.

### ***~ RESOURCES ~***

Resources allocated in FY 05-06 for achievement of this goal are as follows:

- |                  |   |
|------------------|---|
| • \$10.3 million | Continuum of Care (CofC) funds          |
| • \$164,473      | Emergency Shelter Grant funding         |
| • \$400,000      | Housing Support Services funding        |
| • \$ 5.1 million | Various federal, state, or local funds* |

\* HCS coordinated the distribution of approximately \$5.1 million in Proposition 10, FEMA Emergency Food and Shelter Program, State Emergency Housing Assistance Program, California Department of Education McKinney Vento Program, and other resources that provide funding to Orange County's Continuum of Care System for at-risk and homeless.

For a more detailed explanation of HCS funding sources see Appendix D.

## **~ CHALLENGES ~**

The challenges facing HCS in achieving this goal are affected by federal initiatives that impact local prevention and intervention efforts.

### **FEDERAL**

HUD now requires a regional focus on ending chronic homelessness in 10 years. Chronic homelessness is defined as an unaccompanied individual who has experienced homelessness for one entire year or experienced four or more episodes of homelessness in three years; and has a diagnosable mental or physical disability such as a serious mental illness, substance abuse disorder, developmental or physical disability, including the co-occurrence of two or more of these conditions. As a result, HUD Continuum of Care (CofC) funds must now be primarily targeted to address the chronic homeless population of which only 7% (2,587) homeless fall within the federal definition in Orange County. Because of this, many homeless families are being systematically locked out of Orange County's largest funding stream for homeless assistance.

Federal Emergency Food and Shelter Program Dollars (EFSP) and Emergency Shelter Grants (ESG) have consistently been reduced over the last two years due to federal policy changes that funnel funding dollars to permanent housing programs for the homeless rather than emergency shelter and services.

### **LOCAL**

The jobs-to-housing imbalance continues to exacerbate the homeless issue. Orange County's high housing costs, low vacancy rates, and increasing number of lower paying, service-sector jobs prevent working poor homeless individuals and families from accessing or sustaining permanent housing. The average wage for Welfare-to-Work clients in Orange County is \$9.41 per hour. The average rent for Orange County is \$1,238 for a one-bedroom and \$1,485 for a two-bedroom. The hourly wage needed to afford these rents is \$23.05 per hour and \$27.61 per hour respectively.

## **~ STRATEGIES ~**

In order to increase and preserve shelter and supportive services for at-risk and homeless residents of Orange County, HCS will implement the following strategies:

- Identify and secure additional sources of funding for Orange County's CofC System. This strategy will have a continued emphasis on public/private partnerships.
- Continue to develop the annual Continuum of Care Homeless Assistance Grant application and work with grant recipients to ensure timely implementation of their programs. As the lead agency for coordinating and processing the Federal SuperNOFA Continuum of Care Homeless Assistance Application, HCS will continue to streamline the application process and encourage Continuum of Care partners to pursue permanent housing options.
- Identify additional resources for the County's Cold Weather Armory Shelter Program. Work with the designated nonprofit operator to secure these resources to expand the days of operation and to enhance onsite services being provided to the homeless. As part of this effort, work to find long-term solutions for a year-round emergency shelter.

- In response to HUD's new requirement for Continuum of Care applications, work with HCA, OCSD, OC Partnership, Info Link, and many other stakeholders to design and implement a 10-year plan to end chronic homelessness in Orange County.
- Work in partnership with the Orange County Department of Education, the Children and Families Commission, and Orange County's 28 school districts to continue implementation of a regional plan for the education of homeless children and youth.
- Continue to work with OC Partnership, Info Link, and LA County to implement Phase II and III of the joint-county Homeless Client Management Information System (CMIS).
- Explore opportunities to increase permanent housing and supportive services for mentally ill homeless clients as a result of the forthcoming Prop 63 funding of \$25.2 million annually.
- Continue to collaborate with OC Superior Court's Homeless Outreach Court working toward the opening of the Outreach Community Court that will provide one-stop human services and housing options for mentally ill homeless offenders seeking restitution for minor violations.
- Continue to engage communities in partnering with County government, non-profits, and the private sector to offer humanitarian solutions to reduce homelessness in Orange County.
- Continue to identify innovative, collaborative solutions to provide homeless outreach, housing, and services for chronically homeless veterans.
- Address the housing needs for the homeless person with disabilities by identifying gaps and barriers in services related to securing emergency, transitional, and permanent housing.
- Work with public and private stakeholders to create a long-term recovery plan and response system that provides rapid homeless prevention/intervention services and housing should a disaster occur in Orange County.
- Challenge Continuum of Care partners to incorporate National Best Practices into their programmatic and philosophical systems.

## ***OUTCOME MEASURES & REPORTING***

### **Performance Measurement #1**

Preservation of existing and percentage increase of shelter and supportive service opportunities for at-risk and homeless residents of Orange County.

#### **What is it?**

Shelter opportunities include the preservation of existing or the creation of new emergency and transitional shelter beds. Permanent supportive housing includes the preservation of existing or the creation of new permanent supportive housing opportunities that provide ongoing supportive services to special needs homeless. Supportive service opportunities include the preservation of existing or the creation of additional services that move at-risk and homeless populations out of crisis and into self-sufficiency.

#### **Why is it important?**

A majority of public and private funders only provide seed money for new and expanded programs and projects. These funding policies make it extremely difficult to preserve the County's limited number of shelter beds, permanent supportive housing units, and supportive service slots. Furthermore, increasing shelter, permanent supportive housing, and supportive service opportunities will help to eliminate "gaps" in Orange County's Continuum of Care System for the Homeless.

### **FY 05-06 Results**

In December 2005 the County of Orange was awarded \$10.3 million from HUD's national Continuum of Care Homeless Assistance grant competition. As a result of this grant and other funding awards, HCS coordinated a total of approximately \$15.4 million in funding through innovative public/private partnerships including \$5.1 million in FEMA Emergency Food and Shelter Program, State Emergency Housing Assistance Program, California Department of Education McKinney-Vento Program and other resources.

### **FY 06-07 Anticipated Results**

HCS will play a significant role in the ongoing preservation and expansion of Orange County's Continuum of Care system. HCS will continue to provide coordination of resources and services to implement the region's CMIS system; the regional plan for the education of homeless children and youth; the Outreach Court Project, and other regional initiatives that prevent or reduce homelessness. In December 2006, HCS anticipates a funding announcement on the \$10.6 million application that was submitted in HUD's national Continuum of Care Homeless Assistance grant competition. HCS projects that federal, state, and local resources generated for FY 06-07 will be approximately \$16 million. New partnerships with United Way, corporations, and foundations are being forged as HCS begins to draft the 10 Year Plan to End Chronic Homelessness and to expand the 2-1-1 Orange County Calling system to reach disaster readiness capacity. HCS will continue to spearhead collaborative efforts to increase shelter capacity and provide permanent housing as a result of the new Prop 63 funds that are expected to provide an additional \$25-\$50 million annually to the county's system of care to the mentally ill homeless. During this time period, HCS will coordinate the operation of the Cold Weather Shelter Armory Program in Santa Ana and Fullerton. The shelter program will open early and remain open longer due to general funds allocated by the Board of Supervisors. HCS estimates the total operating days will increase from 120 to 149 days during this period. HCS will also begin working on the long-term recovery plan and response system to provide rapid homeless intervention services and housing should a disaster occur in Orange County. As part of this effort, HCS will be working with 2-1-1 Orange County to build surge capacity for the regional call center.

### **FY 07-08 Plan**

HCS Homeless Prevention will continue to play a significant role in the preservation and expansion of Orange County's Continuum of Care system. HCS expects to begin implementation of the 10 Year Plan to End Homelessness in Orange County by the end of 2007. The 10 Year plan will embrace a "housing first" model as a method of ending chronic homelessness. When implemented, this model will expand permanent housing in Orange County as a first option for many homeless. HCS will enhance existing partnerships and develop new partnerships designed to increase capacity and continue eliminating "gaps" in Orange County's System of Care. Due to the current budget crisis, regional funding levels for public/private partnerships may decline. A projected \$15.8 million in federal, state, and local resources will likely be secured through public and private partnerships.

### **How are we doing?**

HCS continues to stand out as a leader in the development and coordination of public/private partnerships that enhance Orange County's Continuum of Care System. As HCS Homeless Prevention and the Office on Aging continue to maximize resources and co-educate public and private partners on homeless and aging issues, new avenues for building services and capacity are forthcoming. An example is the potential growth opportunity that exists as Prop 63 Mental Health Services Act funds begin to make a difference by providing long needed housing and supportive services for homeless elderly participants. The combined interests of the homeless and the elderly were represented by HCS Staff on the Prop 63 Steering Committee when funding decisions were being decided.

HCS continues to provide technical expertise to the Department of Education McKinney Vento program and is providing expertise and leadership coordination by reaching out to homeless veterans with housing and supportive services. As new avenues of collaboration are developing, greater utilization of monetary resources are being maximized that will build capacity and help the Continuum of Care achieve its goals.

In addition, HCS has endeavored to educate and build consensus amongst public and private partners in the creation of One Stop Multi-Resource Centers in Orange County, where homeless and persons at risk of homelessness could potentially "under one roof" access a myriad of mainstream and other supportive services as

---

### **== Case Study ==**

## **Making A Difference Through Supportive Services**

Scott, 15, was brought into the Youth Shelter by the police after spending a terrifying night on the streets. He and his father had another one of their daily fights over Scott's school work and attendance and Dad's nightly drinking. Three months earlier, Scott lost his mother to cancer and the family had not been the same since. His father was struggling with keeping things together and was lost without his wife who had provided emotional and financial support for their family. His depression was worsening and Scott's anger was consuming him. Thankfully, Scott found his way to the Youth Shelter for a two week respite. While Scott stayed in the safety of the Shelter, he and his father were provided individual and family counseling that helped them work through their grief and started them on the road to healing from their loss. Scott is back in school and back at home. His father reports that they are working together as a team to support each other through the tough days.

---



well as be linked to affordable housing. It is anticipated that three new one-stop multi-resource centers will be opened within the next three years in Orange County.

HCS is spearheading regional and statewide best practices implementation due to being the lead agency drafting Orange County's 10 Year Plan To End Chronic Homelessness. HCS Staff are members of the statewide government collaborative called the California Keys, an interagency team that shares ideas and resources to implement respective 10 Year Plans To End Chronic Homelessness.

HCS continues to work with public and private partners to create and improve discharge planning protocols for hospitals, corrections, and youth by coordinating activities involving public/private partners in order to achieve a strengthened discharge planning system, linking homeless to housing and supportive services rather than having institutions discharge the homeless into the streets.

### **Performance Measurement #2**

The percent of domestic violence victims sheltered per year who have been previously provided shelter.

#### **What is it?**

Self-reported (by shelters) repeat use of shelters by victims of domestic violence.

#### **Why is it important?**

It measures repeat shelter use as an indicator of the level of domestic violence.

#### **FY 05-06 Results**

Approximately 16% of domestic violence victims had previously been provided shelter.

#### **FY 06-07 Anticipated Results**

Less than 1% of domestic violence victims will have been previously provided shelter.

#### **FY 07-08 Plan**

Less than 1% of domestic violence victims will have been previously provided shelter.

#### **How are we doing?**

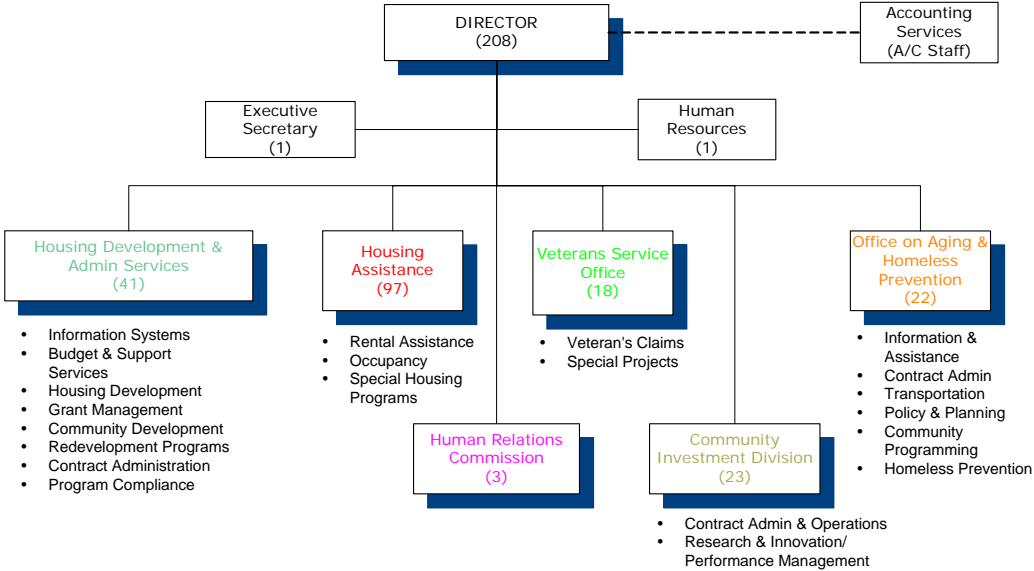
The Domestic Violence Program provides temporary shelter to victims of domestic violence and their children who have an immediate need for emergency housing. The percent of previously sheltered victims decreased in FY 05-06 and based on statistics for the first quarter of FY 06-07 will continue to decrease. It is very challenging to achieve a decrease in the rate because victims sometimes return back into a relationship with their batterers for a variety of reasons that don't necessarily have any connection with the quality of services they've received through the emergency shelter program. Some victims return to their previous life situation because of economic reasons, emotional dependency issues, childcare challenges, and children's promptings because they want to go back 'home.' Others believe the batterer has truly changed and will no longer be a threat to them. It is extremely challenging for the shelters to provide guidance and information in such a way that it equips victims to make the very best choices for the safety of themselves and their family. It is also very difficult because many victims truly want to return home from the first day they step foot into the shelters, yet when they do, the battering cycle often repeats.



# Appendices



**Appendix A-Current Organizaional Chart**



<p><b>Director</b> – Plans, organizes, administers, and directs all functions related to the development and implementation of policies, programs, and projects developed under the legal authority granted to OCHA, CDBG, Area Agency on Aging, Workforce Investment Act, and other federal, state, and locally funded programs.</p>
<p><b>Housing Development &amp; Administrative Services/Community Development Services</b> – The Housing &amp; Administrative Services and Community Development Divisions merged in FY 06-07.</p>
<p><b>Housing Development &amp; Administrative Services</b> – Oversees new housing development and grants management. Housing Development includes the creation of multi-family rental, transitional, and homeownership projects for lower income households. Grant Management oversees the distribution of federal CDBG, HOME, ESG, and homeless funds for community development and public services related activities. They are also responsible for administrative and budget activities.</p>
<p><b>Community Development Services</b> –Oversees community relations activities, revitalization activities such as public works, infrastructure improvements, and housing rehabilitation. They also administer subrecipient contracts funded through CDBG, HOME, ESG, and NDAPP.</p>
<p><b>Housing Assistance</b> – Functions as the Housing Authority which is responsible for the disbursement of approximately \$90 million in housing subsidies annually. They also operate special programs such as Family Self-Sufficiency, Family Unification, and the special needs homeless individuals/families under the HUD Continuum of Care Program.</p>
<p><b>Office on Aging</b> – Advocates, plans, and facilitates services as directed by federal and state law for all Orange County older adults, their families, and caregivers with a special focus on ethnic minorities and those with low incomes. They also are the designated Area Agency on Aging for Orange County.</p>
<p><b>Homeless Prevention</b> – Coordinates the preservation and expansion of the County's Continuum of Care system for the at-risk and homeless populations. Components include: Homeless Prevention, Outreach and Assessment, Emergency Shelter, Transitional Housing, Supportive Services, and Permanent Supportive Housing.</p>
<p><b>Veteran's Service Office</b> – Provides advocacy services and assistance to Orange County veterans, survivors, and dependents, focusing on Department of Veterans Affairs disability benefits and survivor benefits. They also promote the understanding of the importance of its veterans and their contributions to our country.</p>
<p><b>Community Investment Division</b>– Administers state and federally funded programs which include the Workforce Investment Act, Domestic Violence, Dispute Resolution, Comprehensive Economic Strategy Committee (CEDS), and Senior Community Services Employment Program (SCSEP). They also oversee all Orange County Workforce Investment Board functions.</p>
<p><b>Human Relations Commission</b> – Advocates mutual understanding among residents of Orange County and works to eliminate prejudice, intolerance, and discrimination. They, along with their non-profit partner, the Human Relations Council, coordinate the Community Building, Dispute Resolution, BRIDGES, and Leadership Development programs.</p>

## **Appendix B – Fiscal Year 2005-2006 Accomplishments**

### **GOAL #1 - TO PROVIDE SERVICES, FUNDING, AND LEADERSHIP IN ADDRESSING ISSUES THAT RELATE TO THE HEALTH, WELL-BEING, INDEPENDENCE, AND DIGNITY OF OLDER ADULTS IN ORANGE COUNTY.**

#### **Accomplishments**

The Office on Aging administered contracts to provide the following Older Americans Act and Older Californians Act services:

Adult Day Care	85,116 hours
Alzheimer's Day Care Center	220 Participants
Brown Bag	2285 persons/538,969 lbs of food
Case Management	9,459 hours
Community Services	15,159 hours
Elder Abuse Prevention	44 Community Presentations 23 Seminars for Professionals
Elderly Nutrition Program	476,994 congregate meals 1,188,398 home-delivered meals
Family Care-Giver Support Program	4,445 hours for care-givers 2,962 hours for contract administration 35,809 hours of respite 45 hours of legal assistance
Health Insurance Counseling & Advocacy Program (HICAP)	7,621 persons counseled
In-Home Services	2,207 hours of personal care 7,013 homemaker hours 781 hours of chores
Legal Assistance	8,193 hours
Linkages	381 clients served
Medication Management	2,820 health assessments 222 community programs
Ombudsman	2,433 cases closed
Senior Companion	3,132 hours/15 seniors served by 6 volunteers
Transportation	151,901 one-way trips

#### ***Senior Non-Emergency Medical Transportation – Phase II***

Phase II of the Senior Non-Emergency Medical Transportation program (SNEMT) was approved by the Board of Supervisors on July 27, 2004 and took effect April 1, 2005. In the first year of Phase II there were 9,431 clients and 71,178 trips provided.

#### ***2-1-1***

Since its inception, the OoA has played a key role in the development of 2-1-1 in Orange County, including support of Info Link Orange County as the designated 2-1-1 provider, and participation in the Southern California 2-1-1 Collaborative. The OoA has a plan of cooperation (POC), with Info Link (now known as 2-1-1 OC), making

the OoA Call Center the first line of referral for all older adult issues through 2-1-1 in Orange County.

### ***Resource Sharing***

In FY 05-06 OoA continued to be instrumental in getting additional meal services for older adults funded in Orange County. As it had done the previous year through the recommendation and participation of the OoA, the Board of the Orange County Community Foundation allocated \$75,000 to be granted in FY 05-06 to fund ongoing support or expansion of meal services. OoA staff participated on the grant review committee. In addition to two other agencies, three of the Elderly Nutrition Program providers once again received grants totaling \$65,000, an increase from last year's \$47,500.

### ***Mental Health Services Act***

OoA, the Interagency Committee on Aging (ICA), and the Senior Citizens Advisory Council participated in the local MHSA planning process for Orange County, to ensure that the needs of older adults would be appropriately addressed in the allocation of funds and service planning. Following an extensive planning process, Orange County submitted its three-year expenditure plan for mental health Community Services and Supports to the Department of Mental Health (DMH) in December 2005. Orange County's plan is expected to provide \$25.5 million per year for each of three years and must be updated annually. In June, the California DMH visited Orange County to commend its plan, saying that Orange County's was among the best plans in the State. Sixteen new programs were proposed, including Full Service Partnerships for each designated age group. Funds were allocated as follows: Children and Youth, 20.3 percent; Transitional Age Youth, 18.7 percent; Adult, 47 percent; and Older Adult, 14 percent. The older adult percentage is among the highest in the State.



## **GOAL # 2- MATCH ORANGE COUNTY WORKFORCE SKILLS AND ABILITIES WITH EMPLOYER WORKFORCE NEEDS.**

The Community Investment Division has achieved many accomplishments over the last year. For expedience, they are categorized as: Operational Excellence, Service Innovations, Progressive Collaborations, Resource Maximization and Strategic Marketing.

### **Operational Excellence**

- Exceeded mandated One-Stop performance measures for WIA Adult and Dislocated Worker programs. The Youth program met or exceeded all performance measures.
- Identified and targeted training to maximize potential wages of workers in Orange County.
- Continually evaluated performance and expenditures for all projects to ensure effectiveness and optimum benefits from resource allocations.
- Ensured administrative excellence, including compliance with all funding streams including WIA, Department of Labor, Dispute Resolution Programs Act, Domestic Violence Program requirements, and to support achievement of all goals.

### **Service Innovations**

- Provided direct services to over 100 Orange County companies---impacting thousands of dislocated (laid-off) workers.
- Continued leadership in the provision of services to people with disabilities.
- Strengthened reputation as an excellent resource for business---provided business seminars on employee hiring and retention, which won an award.
- Negotiated the expansion of office space to provide customer access to mediation services through the Dispute Resolution Program at one of Orange County's courts.
- Facilitated a workshop on Local Employment Dynamics / Quality Workforce Indicators for employers, workers, education and training institutions, One-stop staff and economic development agencies.
- Chosen as one of ten youth councils statewide to be studied by U.C. Davis on how WIA affects youth.
- Recognized by the California Workforce Association as having quality Business Service Centers and invited to present at their annual conference.
- Produced and improved customer access to labor market information and related data.
- Created, nurtured and rewarded a culture of innovation.

### **Progressive Collaborations**

- Continued to lead the Regional Skills Alliance in the Healthcare Industry to strategize on how to better meet the challenge of the extreme shortage of skilled nurses.
- Strengthened the linkage between workforce and economic development by taking on leadership responsibilities for the Comprehensive Economic Development Strategy Committee.
- Developed a successful partnership between O.C. One-Stop Centers and O.C. Goodwill Industries to provide interpreter services for deaf or hard of hearing customers.
- Developed a close partnership between the WIA Youth program and the Foster and Emancipated Youth program of Social Services Agency's Children and Family Services Division.
- Built a crossroad of service that linked the WIA Youth and Adult programs with the Domestic Violence Program service providers.
- Participated in the First Annual Business and Education Summit that is sponsored by the Orange County Business Council and Orange County Department of Education.
- Hosted the California Workforce Association's "All Youth/One System" annual conference in Garden Grove.
- Selected by the Youth Council Institute of the California Workforce Investment Board to facilitate a regional forum for all of Orange, San Diego, Riverside, and San Bernardino Counties. This forum obtained community input on Workforce Investment Act reauthorization, the Department of Labor's strategic vision for youth programs, the new Common Performance Measures and the State of California's Two Year Plan.

### **Resource Maximization**

- Submitted proposal and received grant funds for \$122,500 for Hurricane Katrina employment and training transition services.
- Submitted proposal and received grant funds for \$100,000 for the Workforce Innovation in Regional Economic Development (WIRED) grant in collaboration with the California Space Authority and Inland Empire Economic Partnership.
- Submitted proposal and received Regional and Local Incentive Award grant funds for \$30,000 for the creation of the Workforce 2025 Report.
- Submitted proposal and received a Recently Separated Veterans Grant for \$400,000 for the provision of employment and training related services to recently separated veterans.
- Submitted and received a High Growth Initiative grant for \$1,000,000 to create a skilled workforce to fill high growth biotechnology and biotech healthcare occupations.
- Submitted proposal and received a third year Disability Program Navigator grant sponsored by the Department of Labor and Social Security Administration for \$56,901 to provide a Disability Navigator who will serve as a disability resource specialist at the One-Stop Centers.

- Submitted proposal and received National Emergency Grant – Base Realignment and Closure grant for \$50,000 to convene an ad hoc committee to oversee planning activities to address the local communities' needs and the economic impact caused by the realignments of the Seal Beach Naval Weapons Station and the Los Alamitos Joint Reserve Training Center.
- Submitted proposal and received National Emergency Grant – Storm grant for \$630,273 to create temporary jobs to assist in the clean-up, repair and restoration of public facilities damaged by the torrential rain and flooding in Orange County during the 2004-2005 winters.
- Submitted proposal for \$350,000 for the Domestic Violence Transitional Housing Assistance Program.
- Submitted proposal for a Governor's Discretionary grant funding in collaboration with the Orange County Probation Department to provide employment and training services to probationers with drug addictions and other barriers.
- Collaborated on a proposal submitted to the Robert Wood Johnson Foundation in partnership with Memorial Care Health System.
- Collaborated on a proposal submitted for Limited English Proficient and Hispanic Workers Initiative in partnership with the city of Anaheim.
- Partnered with the four Orange County Community Colleges' Associate Degree Nursing (Registered Nurse) programs (Cypress, Golden West, Santa Ana and Saddleback) to apply for the Workforce Investment Act Governor's Discretionary Fund Nurse Education/Training Initiative. Three Colleges were awarded funding!

### **Strategic Marketing**

- Provided for coordinated marketing approaches with One-Stop Centers and OCWIB.
- Convened a Legislative Ad Hoc Committee of the OCWIB and developed legislative advocacy plan for 2005—plan included information packets for meetings with each of Orange County's elected officials at the national, state and local levels to discuss current OCWIB initiatives and critical workforce issues at State/Federal levels.
- Participated in the release of the State of the County – Workforce 2005 Report findings that will culminate in an annual conference for the business community. Two OCWIB members participated in the panel discussion "Can We End the Drop-Out Plague?"
- Released the Orange County Workforce Investment Board's – 2005 A Year in Review – that outlined achievements, activities and milestones achieved for the year.
- Collaborated with the One-Stop System to create professional marketing materials.
- Enhanced the leadership and visibility of the Orange County Workforce Investment Board.

**GOAL #3 – ENSURE THAT ORANGE COUNTY VETERANS, THEIR SURVIVORS AND DEPENDENTS RECEIVE THE BENEFITS, RECOGNITION, AND ASSISTANCE TO WHICH THEY ARE ENTITLED.**

- Filed 2,377 claims on behalf of Veterans of Orange County and facilitated the receipt of over \$5.2 million in monetary benefits to our clients.
- Continued to provide administrative and planning support for the Orange County Veterans Advisory Council.
- Facilitated the coordination and operations of the Veterans Resource Center in its effort to provide assistance for homeless veterans and their families.
- Increased client interviews in FY 05-06 over previous years.
- Assimilated into the operational organization of the Housing and Community Services Department.

**GOAL #4 - PROMOTE INTER-GROUP UNDERSTANDING; ELIMINATE PREJUDICE, INTOLERANCE, AND DISCRIMINATION; AND FACILITATE THE PEACEFUL RESOLUTION OF DISPUTES.**

- Conducted BRIDGES inter-ethnic relations and youth violence prevention programs in 30 schools reaching 29,620 students, teachers and parents.
- Created safe, inclusive communities by working with police and community to hold 4 Hate Crime Network training sessions; providing victim assistance after 152 hate crimes and incidents were documented; training 180 police officers in dealing with changing communities.
- Developed diverse leaders by reaching over 1000 students at Walk In My Shoes symposiums; conducting leadership development, conflict resolution and inter group understanding camps with 296 overnight campers and 45 week long campers; mentoring 20 human relations associates with monthly sessions for a year; and developing 60 low-income parent leaders through the Parent Leadership Institute.
- Mediated conflicts in the community and courts involving 1902 individuals. Trained and certified 32 mediators.
- Raised \$1,500,000 in donations from businesses, foundations, cities, individuals and fees to support human relations programming through the non-profit OC Human Relations.

**GOAL #5 - INCREASE AND PRESERVE AFFORDABLE HOUSING OPPORTUNITIES, ESPECIALLY FOR THOSE MOST IN NEED.**

HCS closed the following four multifamily housing loans:

- Casa de Esperanza Apartments (formerly Stanton Accessible Apartments) (10 units);
- Jasmine at Founder's Village (formerly Fountain Valley Senior Apartments) (156 units);
- Stratford Place and Windsor Court (formerly Westminster Intergenerational Apartments) (86 units);
- Montecito Vista Apartments (formerly Culver I-5 Apartments) (162 units).

In FY 05-06, HCS attended the grand openings for Montecito Vista Apartments (formerly Culver I-5 Apartments), 162 units and Stratford Place and Windsor Court Apartments (formerly Westminster Intergenerational Apartments), 86 units.

In December 2005, HCS issued a new NOFA for \$5 million. The 2005 NOFA closed on June 30, 2006 and was successful in receiving three applications requesting a total of \$9,774,936.

During the current fiscal year, OCHA continued to expand its Shelter Plus Care Program to nine grants, which provide rental assistance for up to 330 homeless persons/families with disabilities. OCHA was limited in its ability to expand lease-up in the Housing Choice Voucher Program, and continued to assist approximately 9,400 households per month and achieved a "high performer" rating from HUD in the Section Eight Management Assessment Program (SEMAP). During the year, OCHA completed two major initiatives: installation of new computer software and opening of the Waiting List to accept new applications.

Although the computer conversion was completed on time in March 2005, during the current fiscal year, staff proved their proficiency in using the system effectively and efficiently. Quality Control testing during the Fiscal Year verified that payments were made accurately using the system and all potential duplicate or incorrect payments were resolved. The Waiting List project received national recognition for its planning and success, as demonstrated by a record 18,600 applications that were received during November 2005. Several planning and strategy meetings with service providers and community groups contributed to effective outreach and access to applications materials. In addition, OCHA coordinated with the County Webmaster to make applications available electronically on the web and over 12,000 (60%) of the applications were received online for the first time in OCHA history.

**GOAL #6 ENHANCE THE LIVABILITY OF THE COUNTY'S UNINCORPORATED AND PARTICIPATING NEIGHBORHOODS.**

Rehabilitation accomplishments by funding source:

CAL-HOME: Eight units totaling \$155,935

CDBG: 18 units totaling \$163,122

OCDA: One unit totaling \$48,010

**The Anaheim Independencia Community Center:**

- Installed 17 new windows throughout the facility at a cost of \$17,500
- Contracted for architectural design and plans for interior and exterior center improvements at a cost of \$19,500

**El Modena Community Center:**

- The construction and installation of new handball court fencing and netting at a cost of \$14,380

**Midway City Community Center:**

- Installed playground improvements at a cost of \$48,135
- Made preschool improvements at a total project cost of \$9,719
- Made landscape repairs at a total project cost of \$2,000

**GOAL #7 - INCREASE AND PRESERVE SHELTER AND SUPPORTIVE SERVICES FOR AT-RISK AND HOMELESS RESIDENTS OF ORANGE COUNTY INCLUDING, BUT NOT LIMITED TO, VICTIMS OF DOMESTIC VIOLENCE AND THEIR CHILDREN, THE MENTALLY ILL AND DUALY DIAGNOSED, VETERANS, SENIORS, AND OTHER AT RISK OR HOMELESS SUBPOPULATIONS IN ORANGE COUNTY.**

FY 05-06 Performance Measurement #1

Preservation of existing and percentage increase of shelter and supportive service opportunities for at-risk and homeless residents of Orange County.

In May 2006, the Board of Supervisors approved a \$10,639,447 application to HUD for Continuum of Care Homeless Assistance. HCS subsequently submitted this application to HUD on behalf of 18 nonprofit organizations and two County agencies. In 2005, HCS was awarded \$10.4 million in Continuum of Care funding.

During FY 05-06, HCS Homeless Prevention Programs also accomplished the following:

- In October 2005, the Homeless Outreach Court celebrated its two year anniversary. In FY 05-06 the Homeless Court assisted 155 participants linking 45 clients to services and 31 persons to housing. HCS Homeless Prevention continues to provide technical support and planning expertise to the court system. Due to the success of the Orange County Homeless Court, the program is expanding to a one-stop court system that will combine Drug Court and Dual Diagnosis Court and provide on-site supportive services such as housing assistance, medical and psychological assessment, basic needs, and compassionate intervention in addition to providing just sentences to homeless clients.
- In March 2005, the Navy completed its Invitation to Bid (IFB) process and sold the former El Toro Marine Base to developer LENNAR Builders. LENNAR has deeded 22.5 acres and will build 166 mostly three bedroom units on 11 of the 22.5 acres deeded to ETHIC debt-free. Completion of the 166 units is now scheduled for September 2008.
- Played a critical role in coordinating the Hurricane Katrina evacuee resettlement to Orange County with public/private partners. HCS Homeless Prevention organized public/private partnerships and provided full-time housing information, resource and referral, and technical assistance support to over 700 evacuees at Operation OC, the Multi-Resource Center created at Orange County Rescue Mission's Village of Hope to assist evacuees.
- Coordinated the County of Orange Employees' Food Drive that generated 10 tons of food and over \$2,000 cash donations, providing more than 40,000 meals to hungry people in Orange County.
- Continued work on the development and implementation of the regional countywide Homeless Client Management Information System (CMIS) and the 2-1-1 Information and Referral Calling System that went live on June 30, 2005. Joint planning efforts also continued with Los Angeles and will result in the largest joint-county CMIS system in the nation.



- Strengthened the System of Care for the Homeless by organizing over 30 community forums and strategic planning meetings, conducting numerous presentations on the homeless issue, and providing onsite technical assistance and training to numerous nonprofit organizations throughout Orange County.
- Drafted the framework for Orange County's 10 Year Plan to End Chronic Homelessness. The framework for the plan includes 10 national Best Practices including the Housing First Model, One Stop Multi-Service Resource Centers, Discharge Planning Protocols for medical institutions, corrections, and transitional age youth, and linking homeless to Mainstream Services by means of planned outreach events.
- Participated in the drafting of the Governor's State of California 10 Year Plan to End Chronic Homelessness that will be released in December 2006.
- Collaborated with a statewide interagency government group called the California Keys to combine resources to draft and implement regional 10 Year Plans to End Chronic Homelessness.
- Participated in planning efforts for three one stop multi-service resource centers designed to provide a multitude of services under one roof to the homeless in Orange County.

#### **Cold Weather Armory Emergency Shelter Program**

The County of Orange Cold Weather Armory Emergency Shelter Program is a collaborative effort between County Agencies, the State of California Army National Guard, the participating cities of Fullerton, Santa Ana, and Anaheim, the Society of Saint Vincent de Paul and many other non-profits to provide emergency shelter, food and supportive services to homeless men, women and children throughout Orange County. HCS contracted with the Society of Saint Vincent de Paul to provide services at the Santa Ana and Fullerton National Guard Armories from the period December 1, 2005 through March 31, 2006.

The shelters operated at capacity the entire season, averaging 180 bed nights per shelter per night, with 1,548 unduplicated individuals served. A comparison of funding sources and bed nights provided (including alternate sites) for FY 2004-05 and FY 2005-06 are as follows:

<b>Funding Sources</b>	<b>FY 2004-2005</b>	<b>FY 2005-2006</b>
Operating Reserve [County]	\$171,821	\$231,821
ESG Funds [County]	\$129,597	\$110,352
EHAP Funds	\$238,490	\$177,925
FEMA Funds	\$220,000	\$250,000
ESG Funds [Santa Ana]	\$ 16,000	\$ 9,000
<b>TOTAL FUNDS</b>	<b>\$775,908</b>	<b>\$779,098</b>
<b>Bed Nights Provided</b>		
Fullerton Armory	16,884	18,131
Santa Ana Armory	21,123	19,620
<b>TOTAL SERVED</b>	<b>38,007</b>	<b>37,751</b>

## **Appendix C – Client and Service Recipient Profile and Caseload Data**

The ongoing economic crisis at the state and federal levels continue to affect everyone in the County and service impacts are felt by the majority of HCS clients, both individual constituents and organizations.

### **Individual Constituents Receiving Services**

- Older adults, their families and caregivers with particular attention to those in the greatest social or economic need, including ethnic minorities and persons with disabilities;
- Veterans, their survivors and dependents needing assistance obtaining disability benefits and survivor benefits. Typically a lower income veteran with a service-connected disability who served in World War II, Korea, Vietnam, Desert Storm, or Iraq;
- Very-low, low and moderate-income residents needing help to pay market-rate rents;
- Very-low, low and moderate-income residents who need financial assistance to repair and improve their homes;
- Unemployed and underemployed adults, youth, laid-off workers, seniors/older workers, and veterans;
- Lower-income residents of the County's unincorporated areas and Neighborhood Development and Preservation Program (NDAPP) target areas. Most of the areas in the unincorporated areas contain substandard public infrastructure and minimal community facilities. NDAPP areas are contiguous with many CDBG areas;
- Homeless individuals, families, and victims of hate crimes and domestic violence who are seeking and/or receiving supportive services and shelter facilities;
- Welfare recipients who need help with rent, job training, child care, senior services, transportation, etc.;
- Prospective homebuyers at low and moderate-income levels needing assistance and referral services on homebuyer assistance programs;
- Owners of rental housing who participate in OCHA's Section 8 Housing Choice Voucher Program;
- Veterans, disabled, displaced or homeless constituents, or other special category constituents seeking referrals to housing assistance programs and services; and,
- Mediation clients seeking help in resolving disputes without resorting to litigation.

### **Organizations Participating in HCS Sponsored Programs**

- The Orange County Transportation Authority, which contracts with the Office on Aging to provide transportation to senior nutrition sites;

- The Health Care Agency Preventive Health Care for the Aging (PHCA) program, which has a Memorandum of Understanding with the Office on Aging to provide medication management services;
- School Districts and personnel who are interested in building a school climate that is safe and inclusive;
- City departments and community groups that include the police, the city manager, residents, and community groups trying to build a sense of community amid rapidly changing demographics;
- Nonprofit and for profit developers and cities who need supplemental financial assistance or wish participation by HCS in order to provide below market rate housing opportunities such as permanent affordable housing and home ownership opportunities;
- Nonprofit community corporations who provide affordable housing, homeless assistance, and employment related support services;
- Nonprofit community based organizations providing community services and infrastructure;
- Cities and nonprofit organizations that provide community and economic development programs for the benefit of lower income citizens;
- County agencies and local Housing Authorities that help streamline services to HCS clients;
- Community College Districts and local Universities (Public/Private) working to improve Orange County's workforce and assist in the ongoing labor market research of the OCWIB;
- Orange County businesses, industry associations, and chambers of commerce;
- State and federal agencies funded to improve or develop Orange County's workforce and impact economic development;
- Lenders participating in the County's homebuyer programs; and,
- Cities, County agencies, nonprofit organizations, schools, businesses, and other stakeholders involved in preserving and expanding Orange County's Continuum of Care System through regional planning, public/private partnerships, and direct assistance programs.

#### **Organizations for Whom Programs are Administered by HCS**

- Businesses seeking alternatives to formal litigation who participate in the County's Dispute Resolution Program where conflicts are solved with help from an impartial mediator;
- Participating cities that are OCHA members or CDBG program participants or that participate in the County's Homeless Assistance (Continuum of Care) program efforts; and

- CEO/Public Finance Program which uses HCS compliance monitoring services on select bond financed apartment developments and certain jurisdictions of the Mortgage Credit Certificate Program.

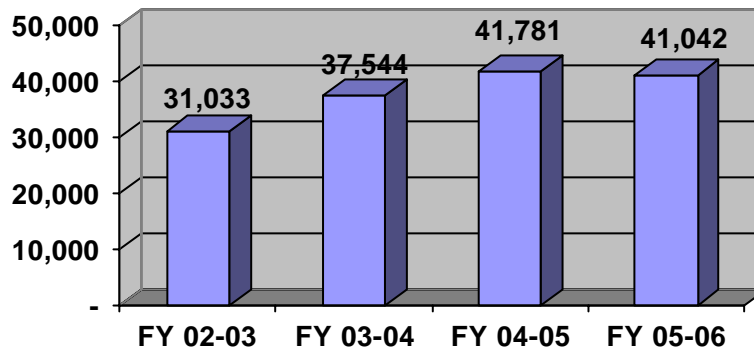
### **Additional Caseload and Client Data**

#### **Office on Aging**

The Office on Aging (OoA) follows the guidance of the Older Americans Act and Older Californians Act in administering contracts for services to older adults age 60 and above and providing limited direct services. The needs of those in the greatest social and economic need are a priority in delivery of OoA services. Service units for OoA contracted programs are detailed in Appendix B, FY 05-06 Accomplishments.

The OoA provides Information and Assistance as a direct service. From the period of FY 03-04 to FY 04-05, total call activities for the Information & Assistance call center increased by 11 percent (to 41,781 from 37,550). This follows a 21 percent increase in the previous fiscal year. In FY 05-06 reduced outreach capacity caused by staffing reductions and resource limitations contributed to a slight decline in call activity volume.

#### **Information & Assistance Call Activity Trend**



#### **OC Human Relations**

School inter-ethnic relations and violence prevention programs serve a diverse population of about 29,620 middle and high school students in FY 05-06. These demographics approximate 45% Latino, 36% White, 15% Asian/Pacific Islander, 4% African American/Native American/Other. About 30% are born outside the United States and about 33% are not fluent in English when they start school.

2005 Hate Crime documentation and victim assistance in 97 hate crimes targeting:

- 17 Gays, Lesbians, Bisexuals or Transgenders
- 17 African Americans
- 12 Jews

- 9 Latinos
- 5 Christians/Mormons
- 4 Arab/Middle Easterners
- 4 Whites
- 2 Asian/Pacific Islanders
- 27 Multiple Motives

### **Orange County Housing Authority**

<b>New Clients from Waiting List</b>	
APPOINTMENTS	<i>2015</i>
INTERVIEWS	<i>758</i>
VOUCHERS ISSUED	<i>413</i>
VOUCHERS EXPIRED:	<i>60</i>
NEW LEASES	<i>330</i>

<b>Services to Ongoing Participants</b>	
ANNUAL RE-EXAMS	<i>9235</i>
INTERIM RE-EXAMS	<i>3424</i>
ANNUAL INSPECTIONS	<i>10971</i>
RENT INCREASES	<i>5525</i>
TRANSFER LEASES	<i>1191</i>

<b>Relocations between Jurisdictions</b>	
MOBILITY "IN"	<i>219</i>
MOBILITY "OUT"	<i>91</i>
PORTABILITY "IN"	<i>133</i>
PORTABILITY "OUT:	<i>40</i>

## **Appendix D- Funding Sources**

HCS receives federal funding for the administration of: 1) HUD programs such as Community Development (e.g. CDBG, HOME, ESG), the Section 8 Housing Choice Vouchers, and the HUD Continuum of Care (CofC); 2) Older Americans Act (OAA) and Older Californians Act grants; and 3) Workforce Investment Act Title I funds. In addition, HCS receives State funding for the administration of the Veteran's Service Office. HCS is locally funded from the Orange County Development Agency and the HCS Operating Reserves for the administration and disbursement of local redevelopment dollars and the excess Section 8 administration fees, respectively. The Domestic Violence and Dispute Resolution program are funded by court fees and marriage licenses. The Department also receives General Funds for various programs identified as priorities by the Board of Supervisors and Tobacco Settlement Revenue Funds for the Senior Non-Emergency Medical Transportation Program.

<b>Grant Funds</b>	<b>FY02-03</b>	<b>FY03-04</b>	<b>FY04-05</b>	<b>FY05-06</b>	<b>FY06-07</b>
<b>CDBG</b>	\$5,241,000	\$5,402,000	\$5,431,000	\$5,152,000	Not Available
<b>HOME</b>	\$1,765,000	\$1,989,349	\$2,187,695	\$1,748,165	Not Available
<b>ESG</b>	\$172,000	\$169,000	\$193,734	\$169,412	Not Available
<b>Program Income</b>	\$313,000	\$571,290	\$1,003,401	\$1,029,230	Not Available
<b>OAA/OCA</b>	Not Available	\$8,345,024	\$8,505,267	\$8,936,221	\$8,898,071
<b>CID Discretionary Grants</b>	Not Available	\$5,000,000*	\$2,100,000	\$5,978,420	\$4,828,758
<b>WIA Funds</b>	Not Available	\$12,664,148	\$12,900,000	\$11,427,852	\$11,803,608

\*Estimate

<b>OCHA Funds</b>	<b>FY01-02</b>	<b>FY02-03</b>	<b>FY03-04</b>	<b>FY04-05</b>	<b>FY05-06</b>
<b>ADMIN Fees</b>	\$6,250,000	\$6,700,000	\$8,198,455	\$7,650,453	\$7,773,585
<b>Housing Asst.</b>	\$55,000,000	\$75,000,000	\$83,000,000	\$86,320,000	\$88,134,524

<b>Continuum Of Care Funds</b>	<b>FY02-03</b>	<b>FY03-04</b>	<b>FY04-05</b>	<b>FY05-06</b>	<b>FY06-07</b>
<b>CofC</b>	\$9,729,254	\$9,571,536	\$11,367,654	\$10,374,475	\$10,706,858

**GRANT FUNDS:** Federal funding sources include Community Development Block Grant (CDBG), HOME Investment Partnership Act (HOME), Emergency Shelter Grants (ESG), Program Income (repayments of loans originally made with CDBG and HOME funds), Older Americans Act (OAA), and Workforce Investment Act funds. Each funding source has specific use limitations.

Under the Federal Housing and Community Development Act of 1974, the County of Orange receives annual entitlement funding based on a formula related to population, poverty, and substandard housing. CDBG funds are allocated and administered by HUD and can be used for a wide variety of housing and neighborhood improvement and infrastructure projects. A limited amount of these funds can be allocated for public service operations by nonprofit entities, requiring the majority of funding to be spent on "bricks and mortar".

The Home Investment Partnership Act (HOME) program is designed to strengthen public-private partnerships to provide affordable housing by funding acquisition, rehabilitation, new construction, rental assistance, and other forms of financial assistance. HOME funds must be matched by nonfederal sources.

The Emergency Shelter Grant (ESG) program provides grants for projects that assist homeless people, such as the rehabilitation or conversion of buildings to provide emergency shelters, payment of certain operating costs of such shelters, and homeless prevention activities. A non-federal matching fund source is required.

The Federal Older Americans Act (OAA) grants funds for a variety of older adult support services. These include, but are not limited to, adult in-home and day-care, meal services, transportation, and elder abuse services. The OAA also grants Family Caregiver funds that provide assistance to those people who are caring for older adults in the home and to grandparents raising grandchildren, and Senior Employment funds that are used to train and find employment for the older adult population. Some of these funds have a match requirement.

The Workforce Investment Act (WIA) provides federal funding to States and Local areas for the delivery of a workforce development system. A key objective of the workforce development system is to increase employment, retention, earnings, and occupational skill attainment of job seekers and to improve the productivity and competitiveness of national, state, and local economies. WIA facilitates the consolidation and streamlining of numerous employment programs. WIA provides for the flexibility of local workforce investment boards to design and monitor workforce development and economic development strategies that meet their own labor market needs. WIA establishes the One-Stop Center system as the service delivery mechanism for employment and training programs.

OCHA FUNDS: Chartered by the State of California, the Orange County Housing Authority (OCHA) is a separate legal entity established in 1971 as an independent agency. In 1987, OCHA was brought into the County organization. OCHA serves the County's unincorporated areas and 31 participating cities. The Cities of Anaheim, Garden Grove, and Santa Ana have their own housing authorities and operate similar programs.

OCHA provides monthly rent subsidies for qualified low-income families, seniors, and disabled individuals with a total allocation of 9,619 rental assistance Vouchers. These households receive the benefit of more than \$88 million in annual rent subsidy payments that are not included in County budget figures. These funds are handled through a bank account outside the County Treasury. Checks are issued through Auditor/Controller staff. A complete set of accounting books is maintained for the rent subsidy payments through the HCS Housing Choice Voucher rental assistance computer system. OCHA also receives administrative fees to offset the costs of administering the program.

CONTINUUM OF CARE FUNDS: Unlike the other sources of Federal funding, Homeless Assistance funds are special set-aside funds awarded by HUD on a competitive basis for the purposes of establishing programs to assist the homeless and, wherever possible, provide opportunities to transition to permanent housing. HCS works with the County's Continuum of Care Leadership Cabinet, various County Agencies, non-profit agencies, cities, and other stakeholders to participate in the annual competition

for Homeless Assistance funds. Programs funded by Continuum of Care Homeless Assistance grants can provide outreach and assessment, transitional housing, a wide variety of supportive services, and permanent supportive housing assistance for special needs homeless. In addition, funds can be utilized to assist persons to overcome problems causing homelessness such as lack of basic education and job skills, mental illness, domestic violence, and drug addiction.

## State Funds

Grant Funds	FY02-03	FY03-04	FY04-05	FY05-06	FY06-07
OOA	Not Available	\$653,022	\$1,120,687	\$904,185	\$925,130
OCA	Not Available	\$776,554	Not Available	\$685,371	\$799,460

CDVA Funds	FY02-03	FY03-04	FY04-05	FY05-06	FY06-07
Subvention	Not Available	\$155,945	\$157,000	\$157,000	\$150,000

OAA & OCA: Like the provisions of the federal Older American Act (OAA), the State of California provides funding for Older Californians Act (OCA) grant programs. Some of these funds have a match requirement.

CDVA: State Subvention funds are received from the California Department of Veterans Affairs to fund the Veteran's Service Office. This office provides direct services to the veterans of Orange County to obtain benefits for themselves and for their survivors. The timing of the receipt of funds causes apparent fluctuations in fiscal year to fiscal year comparisons.

Local Funds	FY02-03	FY03-04	FY04-05	FY05-06	FY06-07
NDAPP*	\$18 Mil	\$21 Mil	\$16 Mil	\$19 Mil	Not Available
Ops Rvs	\$4 Mil	\$4 Mil	Not Available	Not Available	Not Available
HSS	\$400K	\$400K	\$400K	\$480K	Not Available
TSR		\$2.5 Mil	\$3 Mil	\$2.8 Mil	\$3 Mil
Domestic Violence	\$576K	\$584K	\$705K	\$804K	\$782K
Dispute Resolution	\$846K	\$781K	\$727K	\$754K	\$677K
General Fund	\$3.6 Mil	\$6 Mil	\$2.9 Mil	\$1.5 Mil	Not Available

\*NDAAP Funds include new and carry forward funds.

County Development Agency (OCDA) Tax Increment Revenues: OCDA is a separate legal entity governed by the County Board of Supervisors and subject to Community Redevelopment Law (Health and Safety Code Section 33000 et seq.). The NDAPP area was established in 1988 as one of two redevelopment project areas under the Agency. NDAPP was established as a funding source that would complement CDBG funds and/or replace CDBG funds if funding levels declined. NDAPP projects are designed to remove blight, preserve or increase affordable housing, and promote economic development within the unincorporated target areas. Twenty percent of all redevelopment revenues must be "set-aside" and used for affordable housing. Except for the 20% affordable housing set-aside funds, nearly all of the annual NDAPP tax



increment revenues are committed to pay bond debt service and County bankruptcy recovery payments.

Operating Reserve Funds: HUD allows Housing Authorities to keep surplus administrative funds received for operating the Housing Choice Voucher Program. A portion of such funds was accumulated in past years and is kept to support rental assistance programs and HCS allocates the balance to fund housing-related projects. These Operating Reserve Fund expenditures are subject to HUD limitations and must be used for "housing-related activities". HCS adopted a policy approved by the H&CD Commission to loan a majority of these funds to developers of new housing projects in return for long-term affordability commitments. The Board of Supervisors also grants limited amounts of Operating Reserve funds to nonprofit organizations that provide housing-related support services.

Affordable Housing - Strategic Priority Funds: In FY 02-03, the CEO committed \$5 million in refunded housing bonds which must be used for "housing", and \$8.8 million per year for four years specifically for the creation of affordable housing. Due to budget shortages, the Board of Supervisors reallocated the \$8.8 million per year for four years to other priorities. Of the \$5 million, however, \$2.2million is still available for affordable housing development.

Tobacco Settlement Revenue (TSR): Through a memorandum of understanding with the Health Care Agency, the Office on Aging receives a portion of the Tobacco Settlement funds, which are used to implement the Senior Non-Emergency Medical Transportation program (SNEMT).

General Fund Contributions: The General Fund contribution is used to fund in part or in whole programs deemed by the community and the Board of Supervisors as critical to the County. These programs include Homeless Prevention, Human Relations, Office on Aging, Special Programs, and Veterans Services. The amount received in FY 05-06 was \$2,931,383. Due to Step II reductions the Office on Aging received \$859,547 in General Fund contributions in FY 06-07, down from \$965,762 in FY 05-06.

## **Appendix E – Labor Management Committee (LMC)**

### **Members**

Paula Burrier-Lund, HCS Sponsor

Jennifer Canzoneri, OCEA Staff Representative

Eva Burdett

Andrea Purdy

Nellie Diaz

Anne Riseling

Donna Hanson

Anna Plank

Phyllis Hinds

Larry Stansifer

Ann McEneaney

Marie Vu

### **FY 05-06 Accomplishments**

- Met monthly
- Continued to submit cost savings ideas
- Made presentation to HCS Department at an all-staff meeting in September 2006
- Helped sponsor 3 hot dog wagon events for HCS
- Recruited new members
- Updated the Policy and Procedures manual for the HCS LMC

The LMC continues work on the following:

- Soliciting and recommending cost saving ideas
- Following up on workplace issues

## **Appendix F – Business Plan Team**

### **Key Contributors**

Julia Bidwell  
Mary Bishop  
Doug Boeckler  
Paula Burrier-Lund  
Maria Cabrera  
Orlando Calleros  
Connie Chang  
Oscar Garza  
Helen Grange  
John Hambuch  
Donna Hanson  
Lou Jones  
Rusty Kennedy  
Andrew Munoz  
Karen Roper  
Sandy Smith  
Larry Stansifer  
Steve Stewart

### **Coordinator**

Anne Riseling

## **Appendix G – Commissions, Boards, and Councils**

### **H & CD Commission**

**Jim Palmer**, Chair, 3rd District  
**Jim Righeimer**, Vice-Chair, Member-At-Large  
**Scott Larson**, Member-At-Large  
**Margie Rice**, 1<sup>st</sup> District  
**James Wahner**, 2<sup>nd</sup> District  
**Peter Beard**, 4<sup>th</sup> District  
**Bruce Sonnenberg**, 5<sup>th</sup> District  
**Tod Seymore**, League of CA Cities  
**Kathryn McCullough**, League of CA Cities  
**Paris Merriam**, Tenant Representative  
**Michael Barker**, Tenant Representative

### **Orange County Workforce Investment Board**

**Jim Adams**, L.A./OC Building Trades  
**Peter Agarwal**, Citizens Business Bank  
**Dave Arthur**, Tower Electronics  
**Pamela Boozan**, Social Services Agency  
**Bob Bunyan**, DBN Environmental Properties  
**Euiwon Chough**, Chough & Associates  
**Rob Claudio**, Employment Development Department  
**David Cline**, Balboa Instruments, Inc.  
**Ronald DiLuigi**, St. Joseph Health System  
**Jerry Dominguez**, Southern California Edison  
**Fred Flores**, Diverse Staffing Solutions  
**Dr. Milton Gordon**, Cal State University, Fullerton  
**Bill Habermehl**, OC Department of Education  
**Lauray Holland Leis**, The Irvine Company  
**June Kuehn**, Department of Rehabilitation  
**John Luker**, O.C. Rescue Mission  
**Douglas Mangione**, International Brotherhood of Electrical Workers  
**Dr. Raghu Mathur**, South Orange County Community College District  
**Gary W. Matkin**, University of California, Irvine  
**Don McCrea**, Bus-Ed Partners, Inc.  
**Scott McKenzie**, Fullerton College  
**Jack Mixner**, Jack Mixner Strategy  
**DJ Norman**, The Home Depot – Western Division  
**Cormac O’Modhrain**, The Robert Mayer Corporation  
**Bonny Perez**, PATINA Group  
**Buddy Ray**, Community Action Partnership of OC  
**David Robinson**, UNISYS  
**Mike Ruane**, Children and Families Commission/County of Orange  
**Diane Scheerhorn**, Centralia School District  
**Paula Starr**, Southern California Indian Center  
**Gary Toyama**, The Boeing Company  
**Kay Turley-Kirchner**, Kirchner Consulting  
**Pat Worthy**, Corp. Consolidated Services  
**Ruby Yap**, Yap & Little, Inc.  
**Rebeca Zarate-Cervantes**, Center for Employment & Training  
**Robert M. Zur Schmiede**, City of Fullerton

**J. Adalberto Quijada**, U.S. Small Business Administration

**Orange County Human Relations Commission**

**Kenneth Inouye**, Chair  
**Nadia Bettendorf**, Vice-Chair  
**Becky Esparza**  
**Pat Krone**  
**Chief Dave Maggard**  
**Bruce Matthias**  
**Felix Schwarz**  
**Beckie Welty**  
**Bill Wood**  
**Scott Johns**

**Senior Citizens Advisory Council (*Executive Board Members*)**

**Dee Erman**, Chair  
**Jim Levy**, Vice Chair  
**Roy Uno**, Secretary  
**Anna T. Boyce**, Treasurer  
**Don MacAllister**, Member-at-Large  
**Tony Rodala**, Member-at-Large

**OC Veterans Advisory Council Members:**

**Vanda Bresnan**, Chair, Member-At-Large  
**Terry McCarty**, Vice-Chair, District 1  
**Gil Coerper**, District 2  
**Billy Hall**, District 3  
**Doug Bradley**, District 4  
**Joe Rainey**, District 5  
**Dave Connell**, Member-At-Large  
**George Reseter**, Member-At-Large  
**Glen A. Sutch**, Member-At-Large

## GLOSSARY

**Application Review Committee (ARC):** ARC is the multi-year Notice of Funding Availability process by which cities, non-profits, and County Departments submit applications for funding. The ARC is the review committee for these applications but the term ARC is usually used to describe the entire funding process.

**Area Median Income (AMI):** AMI is the area median income level within a specific area. It is used to define low (80% of AMI) and very-low (50% of AMI) income households. The 2003 AMI for a family of 4 in Orange County is \$70,000.

**Community Development Block Grant (CDBG):** CDBG funds are allocated and administered by HUD and can be used for a wide variety of housing and neighborhood improvement and infrastructure projects. A limited amount of these funds can be allocated for public service operations by nonprofit entities, requiring the majority of funding to be spent on “bricks and mortar”.

**Continuum of Care Funds (CofC):** HUD issues an annual Super Notice of Funding availability (SuperNOFA). CofC funds are typically one of forty-three different grant initiatives available on a competitive basis. The Continuum of Care Program has three funding components as follows: 1) Supportive Housing Program; 2) Shelter Plus Care Program; and 3) Single Room Occupancy Moderate Rehabilitation Program.

**County Executive Office (CEO):** A County office whose mission is to support and implement Board of Supervisors’ policies and to ensure effective service delivery through efficient management of the County’s workforce and resources.

**County General Fund (NCC):** The main operating fund of the County used to account for expenditures and revenues for countywide activities.

**Emergency Shelter Grants (ESG):** ESG funds provide grants for projects which assist homeless people such as the rehabilitation or conversion of buildings to provide emergency shelters, payment of certain operating costs of such shelters, and homeless prevention activities. A non-federal matching fund source is required.

**Fiscal Year (FY):** A Fiscal Year is the reporting period for fiscal activity. The County’s fiscal year runs from July 01 through June 30 of the following year. The Federal Government’s fiscal year runs from October 01 through September 30 of the following year.

**Home Investment Partnerships (HOME):** The HOME program is designed to strengthen public-private partnerships to provide affordable housing by funding acquisition, rehabilitation, new construction, rental assistance and other forms of financial assistance; HOME funds must be matched by nonfederal sources.

**Notice of Funding Availability (NOFA):** The method used to solicit applications when funds become available for a specific purpose (e.g. housing development).

**Office on Aging (OoA):** The designated Area Agency on Aging for Orange County.

**Orange County Housing Authority (OCHA):** OCHA was founded in 1972 and is the Housing Assistance Division of H&CD. OCHA has an annual contributions contract with HUD to assist families and individuals under the tenant-based Section 8 Housing Choice Voucher rental assistance program.

**Orange County Human Relations Commission (OCHRC):** An impartial agency to deal with intergroup tensions; to foster mutual respect and understanding among all residents of Orange County; and, to promote measures to eliminate prejudice, intolerance, and discrimination against any individual or group.

**Social Services Agency (SSA):** SSA is a County Department whose mission is to deliver quality social services that are accessible and responsive to the community, including CalWorks and child welfare programs.

**Tobacco Settlement Revenue (TSR):** a funding source administered by the Health Care Agency for health-related initiatives; the Office on Aging has been granted TSR funds for the Senior Non-Emergency Medical Transportation Program (SNEMT).

**U.S. Department of Housing and Urban Development (HUD):** A branch of the Federal Government whose mission is to provide decent, safe, and sanitary housing and suitable living environment for every American.

**Veterans Service Office (VSO):** The Program division in HCS responsible for veteran services.

**Workforce Investment Act of 1998 (WIA):** WIA overhauled the entire federal employment and training system through the official establishment of the One-Stop System. The purpose of WIA is to provide workforce investment activities that increase the employment, retention, and earnings of participants. This improves the quality of the workforce, reduces welfare dependency and provides businesses the skilled workers they need to remain competitive.

**Workforce Investment Board (WIB):** Established by WIA, the WIB sets policy and provides oversight for the One-Stop System. The WIB is comprised of knowledgeable business and community leaders who are dedicated to strengthening Orange County's workforce and economy to ensure employers have access to a skilled labor force.

